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ABSTRACT

To assist the public library in choosing between alternatives in the allocation of resources to satisfy library needs, this community analysis presents 40 recommendations for the improvement of library facilities, staffing, services, materials, funding, and public relations. The report provides a comprehensive view of Muskogee, its population, user needs, and the library, through an analysis of census studies, other community studies, library statistics, and samplings of the library collection. Chapters focus on the characteristics of the community, a neighborhood survey, library organization and resources, library services, and conclusions and recommendations; 25 tables, charts, and maps are included. (RAA)

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MUSKOGEE COMMUNITY ANALYSIS: A STUDY OF THE COMMUNITY OF MUSKOGEE, OKLAHOMA AND THE MUSKOGEE PUBLIC LIBRARY WITH RECOMMENDATIONS FOR THE LIBRARY

by

JEANETTE N. MCQUITTY

AUGUST, 1980

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PREFACE

This study is the outgrowth of an institute, "Community Analysis: Gathering, organizing, and analyzing data for decision making," attended by Librarian Jeanette McQuitty in Durango, Colorado, July 13-16, 1979. Instructors were Dr. Roger Greer, Director, and Martha Hale, Associate Director, of the Community Analysis Research Institute, School of Library Science, University of Southern California. A special purpose grant of $400.00 in LSCA funds from the Oklahoma Department of Libraries provided tuition and transportation to the institute.

The philosophy underlying a community analysis stems from the American Library Association's "The Public Library Mission Statement and Its Imperatives for Service":

> ...future standards for public libraries must flow from the needs of actual and potential users rather than from the needs of the institution. This means that goals and specific quantifiable, measurable objectives must be determined by each public library and public library system in terms of local community concerns and needs... Library performance must be measured by its outputs or services rendered, rather than by its inputs (budgets, materials added, personnel positions, buildings).

The need to do a Muskogee community analysis was prompted by a "gut" feeling that time, staff, and funds were not always being allocated to the areas of greatest need. There was little documented proof, but observation indicated the community's information needs and recreational reading needs were not being met as often as they should be, and staff energies were going into planning some programs in which there seemed to be little interest.

Community analysis provided a <u>systematic</u> process of collecting, organizing, and analyzing data about the Muskogee community and the Muskogee Public Library. With the prospect of writing a mission statement for the library,

the analysis would be invaluable in assisting staff and library board in setting priorities.

The Comprehensive Plan for the Muskogee Metropolitan Area, prepared by the Muskogee Metropolitan Area Planning Commission, was the most valuable research tool used to gather information about the community. Willie Alexander, Assistant Director of the Planning Commission, was especially helpful in providing interpretation and additional facts which went into the library's analysis. Other sources used extensively in this study are listed in the methodology.

The Eastern Oklahoma Development District of Muskogee made their resources available as did the Muskogee Chamber of Commerce and the Greater Muskogee Development Corporation.

Sandra Ellison, Consultant, Oklahoma Department of Libraries, read the final draft and provided criticism and recommendations.

Board members gathered information on the community, and in some instances wrote their reports for this study. Library staff members Jan Bryant, Charles Grant, Brian Hill, Kathleen Liggett, Emmerine Moore, and Alice Moschak participated in the neighborhood walk-drive-around, reporting their observations and making recommendations.

Kathleen Liggett conducted the sampling of the library's registration file and the shelf list and compiled her findings. Monty Maxwell, EODLS Director, critiqued portions of the study, offered additional information, and made recommendations based on information presented. Barbara Proctor provided statistics on the library collection and answered numerous questions, then offered to catalog this study. Tammye Gilstrap typed the final report.

Virtually every member of the Muskogee Public Library staff had some small part in the study, as well as patrons who answered questions and took time to stick a pin in the library user map. Persons from many Muskogee agencies were also contacted to supply vital pieces of information.

Two studies served as models: Jane Northcutt's study of Ponca City, Oklahoma and Craig D. Joyce's study of East Brunswick, New Jersey.

ACKNOWLEDGMENTS

The author would like to thank her colleagues at The Muskogee Public Library for their assistance, support, and encouragement in the researching and writing of the study. The author especially acknowledges the many helpful suggestions and criticisms of the Muskogee Public Library Board of Trustees.

Oct 7

TABLE OF CONTENTS

	Page
Chapter I. Introduction	1
A. Purpose	1
B. Objectives	1
C. Methodology	2
Chapter II. The Community	6
A. History	6
B. Topography	8
C. Minerals and Economic Geology	11
D. Growth Factors	11
E. Lifestyle	12
F. Cultural Facilities	15
G. Recreation	18
H. Communication	19
I. Community Organizations	20
J. School Libraries	23
K. Population Characteristics	23
1. Size and Growth	24
2. Age and Sex	25
3. Racial Composition	34
4. Households and Children	34
5. Education Characteristics	34
6. Economic Characteristics	39
7. Automobiles Available	42
8. Conclusions	43
Chapter III. Neighborhood Survey	48
Chapter IV. Library Organization and Resources	59
A. History	59
B. Organization	61
C. Financial Support	65
D. Building Resources	70
E. Materials Collection	74
1. Size	74
2. Age of Book Collection	74
3. Usage of Book Collection	77
4. Composition of Book Collection	77
5. Availability of Book Collection	80

		Page
Chapter V.	Library Services	81
	A. Hours of Operation	81
	B. Circulation	81
	1. Rate and Trends	81
	2. Circulation Control System	85
	3. Overdue Policy	88
	C. Registration	89
	D. Reference and Information Services	91
	E. Programs	95
	1. Adult	95
	2. Juvenile	97
	3. Public Relations	98
	F. Special Services	98
	1. Literacy Council	98
	2. Hospital Book Cart	99
	3. Other Volunteer Activites	100
	4. Nursing Homes	100
	5. Books-by-Mail	100
	6. Audio-Visual	101
	7. Reserve and Interlibrary Loan	101
Chapter VI.	Conclusions and Recommendations	103

List of Tables, Charts, and Maps

1	Map of Muskogee County	10
2	Land Use Plan	13
3	Voluntary and Independent Organizations	22
4	Migration by Cohort	26
5	Age by Sex	27
6	Demographic Profile by Selected Cohorts	29
7	Natural Increase	30
8	Muskogee Public Schools Enrollment and Projections	31
9	Population Projections	33
10	Marital Status	35

		Page
11	School Enrollment, Grades 1-12, 1979-80	36
12	Comparison of School Enrollment, 1970-80	38
13	Occupations	40
14	Nonfarm Wage and Salary Employment	41
15	Planning District Boundaries	49
16	Financial Support of the Library	69
17	Inventory of Items Owned by Type, 1980	75
18	Age of Collection	76
19	Circulation of Collection	78
20	Composition of Collection	79
21	Hours of Operation	82
22	Monthly Circulation Statistics for Fiscal Years 1971-80	83
23	Graph: Comparison of Average Monthly Circulation with 1979-80	84
24	Graph: Annual Circulation Figures, 1971-80	86
25	Towns Represented in Registration Sample	92

CHAPTER I

INTRODUCTION

A. PURPOSE

To collect, organize, and analyze data which identifies the Muskogee community's library needs to help us choose from among alternatives in the allocation of resources to satisfy those needs.

B. OBJECTIVES

1. To collect, organize, and analyze information about Muskogee: its history, topography, traffic patterns and means of transportation, commercial activities, communication outlets and patterns, recreation and entertainment opportunities, and life style in order to understand the geographic and cultural aspects of the city the library serves and what they mean in terms of library services.

2. To collect, organize, and analyze information about the population of Muskogee: age characteristics, family structures, education characteristics, employment/economic characteristics, and mobility in order to describe the population in the service area. We will attempt to determine who our likely users are, who our nonusers are, and we will attempt to identify service needs of potential users.

3. To collect, organize, and analyze information about groups and agencies in Muskogee to determine how the library can provide information and other service needs.

4. To analyze the library's registered, active users to learn who in fact uses the library and what percentage of the population are users.

5. To analyze the library's resources in order to learn the age of the collection, circulation patterns, and efficiency of collection weeding procedures.

6. To analyze the library's systems to determine the integrity of the circulation system and the integrity of the card catalog.

7. To critically assess the library's services, programs, organization, and staff so that areas of strength, weakness, duplication, and uniqueness may be identified.

8. To write a final report identifying community needs and recommending ways in which the library can meet those needs. To produce a planning tool to assist board members and staff in formulating a mission statement.

C. METHODOLOGY

Population characteristics for the city of Muskogee were obtained from the 1970 U. S. Census of Population. However, since the data was ten years old, many other sources had to be consulted to update the census information and to make projections. The Community Analysis Research Institute's County Census Data for Library Planning provided the outline for compiling population statistics.

Many other studies and reports were used to compile the community and library analysis, and they are quoted and credited within the body of the report. Major sources are listed in a bibliography at the end of this section.

Library statistics from previous years were used to gather information for the sections on library resources and services. In addition, a statistically valid systematic random sampling of the library's file of

registered borrowers and the library's shelf list was conducted. Four hundred registration cards were pulled at regular intervals to compile data for the section of this study on registration. A large map contributed by the city's planning division was used to plot the residences of borrowers obtained in the sampling. An analysis of the library's borrowers was thus made by studying each planning area.

A sampling of 600 cards was taken from the shelf list to compile information for the section on the materials collection. The adult and juvenile circulating collections were sampled.

The section of the community analysis on city neighborhoods was compiled through actual walk-drive-arounds. The divisions used were the 20 planning areas assigned by The Comprehensive Plan for the Muskogee Metropolitan Area.

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CHAPTER II

THE COMMUNITY

A. HISTORY

The city that is now Muskogee had its beginnings in the early part of the 19th century as a trading post located at the confluence of the Verdigris, Grand, and Arkansas Rivers, known as the Three Forks. Traders could ship their pelts received in trade from Indians down the Verdigris and Arkansas Rivers to New Orleans, St. Louis, and other markets.

The first 780 Creek emigrants to Oklahoma, transported from Alabama in 1827, went up the Arkansas and Verdigris Rivers by steamboat, as did a later group of 463 more who were settled at the new Creek Indian Agency at the mouth of the Verdigris.

When the greatest flood in the history of the Three Forks region ravaged the Creek Indian Agency in 1833, it was removed to a position north of the present site of Muskogee. In 1851 it was moved to the vicinity of Fern Mountain northwest of Muskogee and remained there until 1876 when it was moved to the site of the present city of Muskogee, in order to be near the Katy Railroad.

Steamboats continued to navigate the Verdigris River until sometime after the Civil War, and in 1870 it is recorded that twenty steamboats were plying between Fort Gibson, Fort Smith, Little Rock, New Orleans, Memphis, St. Louis, and Cincinnati. However, two years later, in 1872, the building of the MK&T Railroad eliminated all trade by steamers.

When the United States Government decided to consolidate all agencies of Indian affairs into one single agency in 1875, the Union Building was

built. A "tent and shack" town sprang up along the Katy Railroad, despite the efforts of the railroad and the government to prevent it.

When Oklahoma lands were being allotted to various Indians of the Five Civilized tribes, Cherokees, Creeks, Choctaws, Chickasaws, and Seminoles, the land site that is now Muskogee was on the extreme eastern boundary of the Creek Nation; therefore, during its early development, the city was under the jurisdiction and influence of the Creek Tribal Council. It was with the help of the Indian police that the solid citizens who settled in the area in the 1870's and 1880's were able to drive out "the worst element of mankind" who were attracted to the "boomtown."

Muskogee became an incorporated town in 1898, the same year that Congress provided for the appointment of the three-man Dawes Commission to enter into negotiations with each of the five Indian nations to dissolve tribal organizations and distribute their lands. Their task was to appraise the lands, count the citizens, and allocate an equal share of the 19 million acres of land among over 100,000 people. The task was eventually accomplished by Tams Bixby of Minnesota, a later chairman of the Commission, who stayed in Muskogee and became a newspaper publisher.

Grant Foreman was another employee of the Dawes Commission who stayed after he came to Oklahoma from Illinois in 1899. He formed a law partnership with Judge John Robert Thomas, a former Congressman from Illinois who had been appointed Federal Judge at Large for Indian Territory in 1897. Foreman married Thomas's daughter Carolyn, and their homes became the Mecca for students, scholars, and noted people. Much of the area's early history was written by the Foremans, and because of his contributions to the cultural life of the city, the library's local history room is named for Grant Foreman.

The "great fire" of 1899, in which over one-half of the business part of town was destroyed, had a profound influence upon the citizens of

Muskogee. In spite of destruction and loss, fires contributed to the growth of Muskogee, because determined citizens built back "bigger and better" after each major fire.

The building boom that occurred with the discovery of major oil wells in 1904 also brought a burning desire on the part of Muskogee's town builders to re-open the Arkansas River for navigation, a dream that was to culminate in the McClellan-Kerr Arkansas River Navigation System. With navigation on the Arkansas finally a reality, the town is looking forward to the port of Muskogee becoming one of the leading inland ports of the nation.

The history of Muskogee involving the changes in location, the picturesque days of gunmen and outlaws, the handling of Indian contracts, administrations, and trade creates an atmosphere of richness and variety. It also involves the kind of determination that allowed its citizens to weather the storm of the dust bowl days and depression of the 1930's, that gave Oklahoma its first governor, C. W. Haskell, when statehood became a reality in 1907, and which gave America its second Congresswoman, Miss Alice Robertson.

Today Muskogee is seeing an upswing in business and enterprise which was missing after the first booming decade of this century, and now with the return of barge traffic on the Arkansas River, Muskogee is entering a new cycle of events.

(Part of the history was excerpted from The Comprehensive Plan for the Muskogee Metropolitan Area, and a portion was supplied by Mrs. R. M. Mountcastle, Board Member.)

B. TOPOGRAPHY

Muskogee County is in the eastern part of Oklahoma about midway between its northern and southern boundaries. It is irregular in shape and covers

an area of 814 square miles. Its greatest length north and south is 38 miles, and its greatest width east and west is 36 miles. See Table 1, map of Muskogee County.

The county includes three general physiographic divisions; one belonging to the Ozark Uplift, another to the Prairie Plains province, and the third lying in between, comprising the bottoms and terraces of the Arkansas and Canadian Rivers.

The wooded uplands comprise about 7% of the area of the county. These uplands do not form a continuous range, but are interrupted by the Arkansas River Valley and by areas of prairie. The prairie plains form the greater part of the areas of the county rising generally toward the west and varying in elevation.

The city of Muskogee and its three mile environs (Muskogee Metropolitan Planning Area) possess gently rolling terrain features. Prominent hills are located in the northwest sector of the community in the vicinity of Honor Heights and farther to the northwest in the Fern Mountain area. The built-up area of the city of Muskogee is primarily located on the plateau area of the locality.[1]

Approximately 80% of the total Metropolitan Planning Area is vacant, in agricultural use, or covered by water. However, within the city of Muskogee, only a small percentage of the population is involved in agriculture.

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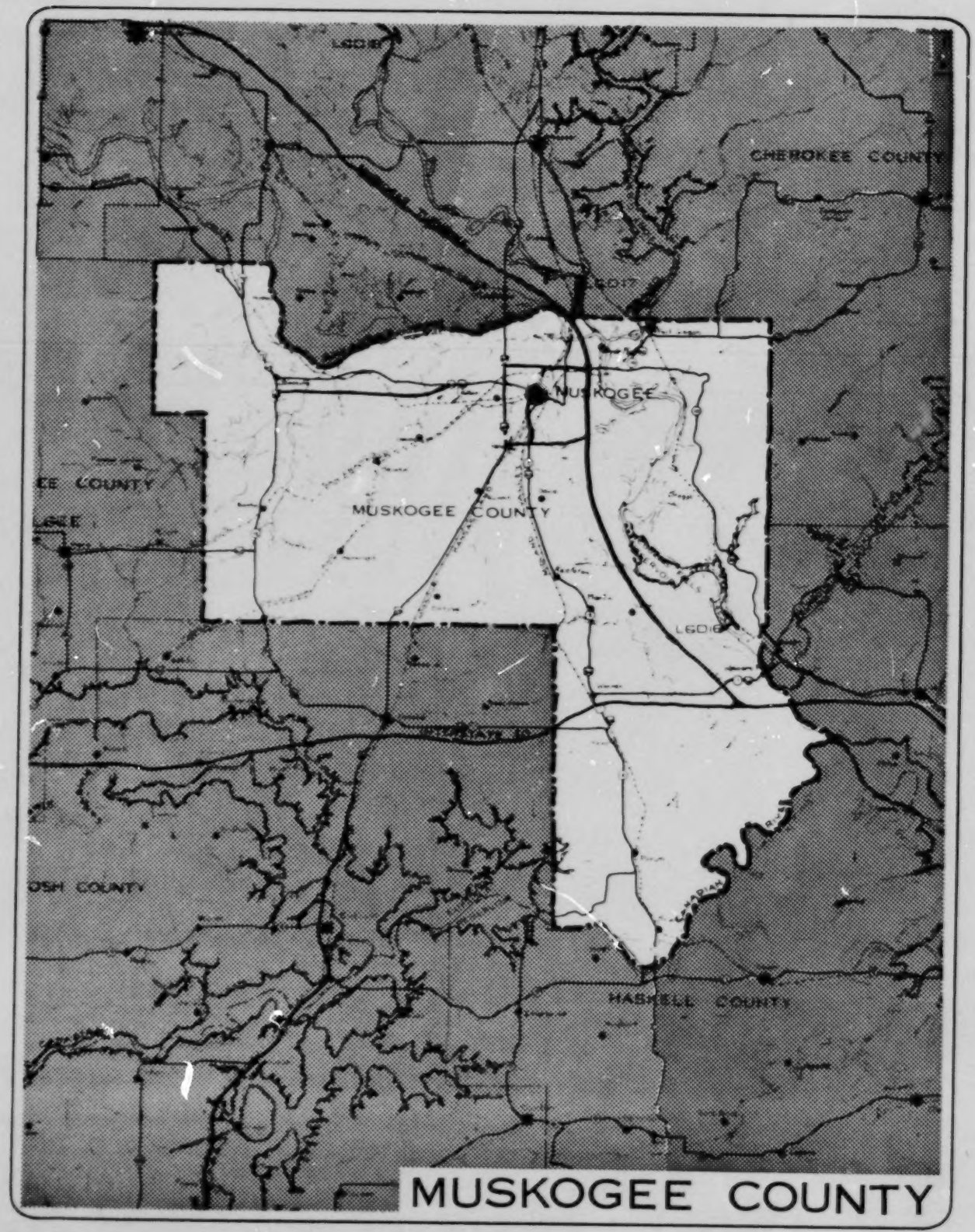
[1]The Comprehensive Plan for the Muskogee Metropolitan Area, June, 1977, p. 4.

Table 1. Map of Muskogee County



C. MINERALS AND ECONOMIC GEOLOGY

Possibly the most significant mineral found in the Muskogee vicinity is glass sand. The presence of two major producers of glass products, Corning Glass Company and Brockway Glass, located within the city of Muskogee, serves to support this fact. Sand located along the Arkansas River is also used for building, paving and fill material. Significant amounts of gravel and limestone are also found within the Muskogee area. Oil wells are generally located along the southerly limits of the city along the Coody Creek tributary. However, the oil production associated with these wells is minimal. Clay and shale deposits located west of Muskogee are used for making cement, brick, tile, and lightweight refractory products.[2]

D. GROWTH FACTORS

The bulk of the most recent residential development has occurred in the eastern and southeastern sectors of the community. Moreover, industrial development has tended to locate in the eastern sector of the city, either on or near the McClellan-Kerr Navigation System or east of the Shawnee and Main Street vicinity. A definite interrelationship in these trends becomes increasingly more evident in that newer commercial development has also tended to locate in the eastern sector of Muskogee, particularly along York Street. There is every indication that this trend will continue over the next ten to twenty years. Development in the past appears to have been considerably influenced by the desires of Muskogee residents to locate within reasonable proximity to their place of employment.

Growth to the west of Muskogee will in all likelihood be dependent upon new employment centers locating west of 32nd Street either north or south of Okmulgee Street. Development of this area will probably occur

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[2]Ibid., p. 7.

during the end of the planning period (2000) unless considerable public influence is exerted through the provision of adequate public utilities and facilities in the area. Certain significant barriers, such as Hatbox Field, Meadowbrook Country Club, and the Veterans Administration Hospital, as well as the future U. S. Highway 69 By-Pass, exert a limiting influence over new development in the vicinity of 54th Street.

It is anticipated that the development potential of the western sector of Muskogee is greatest immediately west of 32nd Street and south of the St. Louis and San Francisco Railroad trackage. Although 32nd Street represents a significant employment center in Muskogee, supportive residential development is not as prevalent in the sector as is found in other sectors of the community. Kate Frank Manor, the Muskogee Elderly High Rise apartments and Meadowbrook apartments are found in the area.[3]

See Table 2, Land Use Plan, for anticipated immediate growth area.

As the city extends its boundaries and new neighborhoods are added, the library should make itself aware of any obstructions which may arise in the residents' use of the library.

E. LIFESTYLE

Muskogee is too big to be a small town, but too little to be a city. Persons outside Oklahoma know it, if at all, from the words of a country-western song, or as the site of the renowned Azalea Festival. Oklahomans see Muskogee historically as a center of early state development that today is just beginning to realize its potential.

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[3]Ibid., p. 151-152.

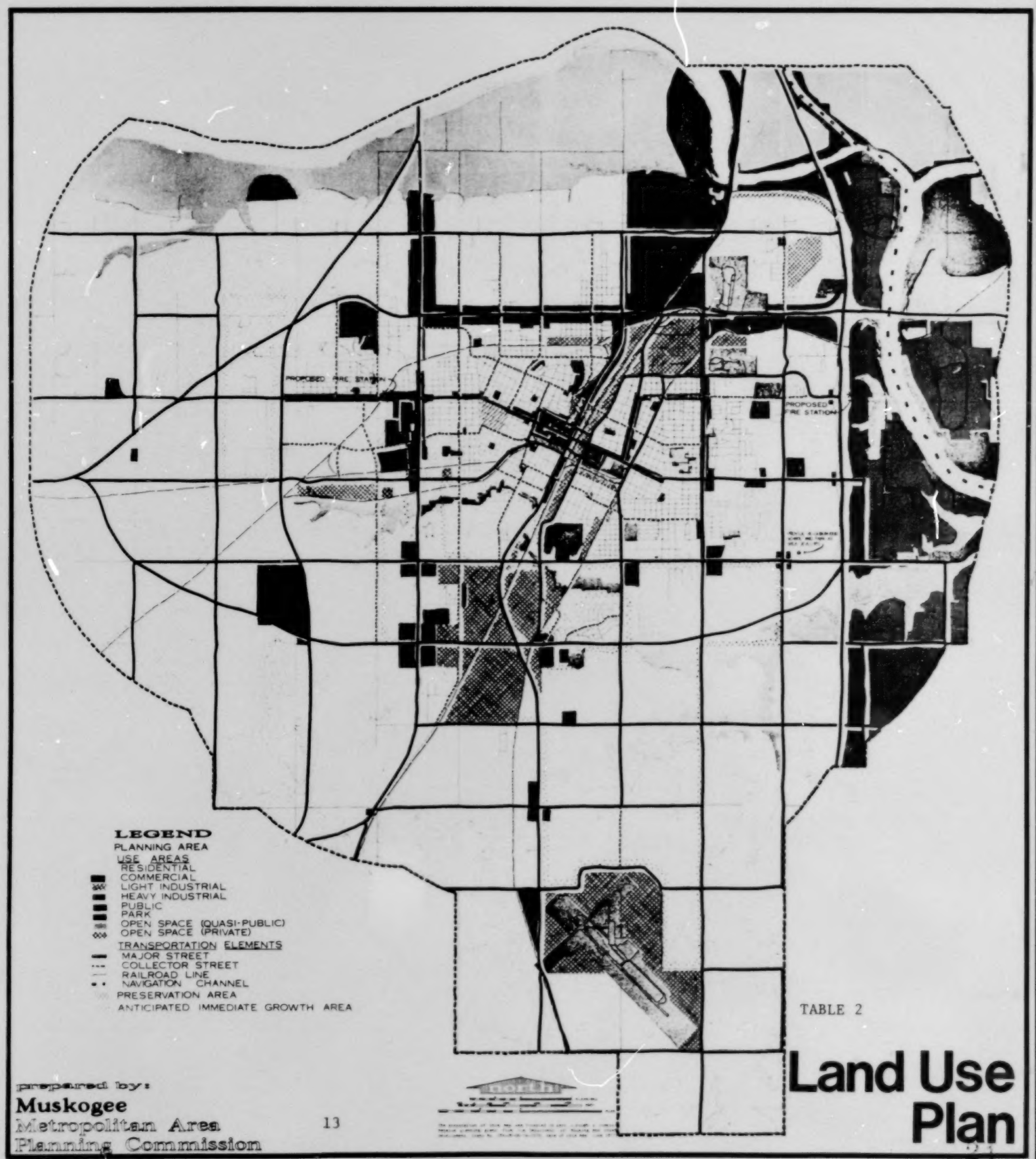


TABLE 2

Land Use Plan

prepared by:
Muskogee
Metropolitan Area
Planning Commission

23

Muskogee development has been a goal since the town was founded as a railroad center. The oil boom that sparked Tulsa passed Muskogee by; the population has been stable since the turn of the century. Only recently has the long-touted navigation system begun to pay off in new industries and resulting growth.

Muskogee is a working town; construction, large and small industries, and a variety of other businesses and services provide almost full employment. It is the trade center for a large surrounding area, including some of the poorest parts of the state.

There are varied communities within Muskogee. Families and singles; professionals, businessmen, industrial workers and retirees; newcomers and longtime natives; eastsiders and westsiders; blacks, whites, and Indians. The dominant culture is white and middle class. The power structure is controlled mostly by longtime residents who are interested in Muskogee's development and growth. There is a large low-income population that is isolated from the decision making process.

It is easy to identify the subgroups in Muskogee and describe them. It is more difficult to see what the diverse groups have in common. However, there are some common denominators. Life here is generally centered around the home and family. Churches play an important role, as do community clubs and civic groups. There is a place of worship for every taste, and there are over one hundred clubs and special groups which include almost every area of interest. Most entertaining is done at home. When people in Muskogee go out, it is usually to the country or to Tulsa. The lakes, rivers, hills, and forests around Muskogee are enjoyed by most of the residents year round. Muskogee is often described as friendly, with people on the street going out of their way to help strangers. Newcomers sometimes find it difficult to make friends, however. Social groups tend to be closeknit.

Muskogee was previously known as a political town where wardheelers flourished and deals were made. Although the reputation lingers, the law enforcement and judicial system, city and school government and administration seem to be entering a new and progressive era.

To get something done in Muskogee, two courses can be chosen. Either the cause can be adopted by an appropriate, established group with a good record of civic accomplishments, or a new group can be formed. The new group should incorporate persons both well-known and recognized for competence and achievement, and enthusiasts who have much time and energy to devote to the project. The town rarely unites behind any issue. Special projects and new ideas are often met with organized opposition, or widespread apathy. The town is still morning-oriented for women's groups, although increasing numbers of women work and must meet their groups and activities at night. Men's groups and meetings are organized around their work hours. Muskogee slows down dramatically in the summer, when recreation plans are at their peak. Social and civic groups seem to have a fall and spring peak of activities, with a mid-winter slowdown.

The attributes of Muskogee lifestyle deplored by some--quiet, conservative, insular, slow to change--are acclaimed by others. Some people came here, stayed here, or returned here to enjoy the style of living that others are struggling to change. Muskogee lifestyle remains indicative of what it is--part small town, part city, diverse, and changing.

F. CULTURAL FACILITIES

Muskogee Civic Assembly Center, designed to meet the needs of city residents as well as visiting conventioneers, is the local site for meetings of every size. Owned by the city, it is conveniently located in the downtown area and may be used by the public for a nominal fee. It has meeting rooms for large and small groups from 50 to 100 persons and a stage that

can be used for cultural performances. The main arena seats 3,710 for a wide variety of events from circuses to rock groups. The center is also used for large exhibits, with 10,000 square feet of space.

The Fine Arts Building, adjacent to Muskogee High School, is designed to accomodate large groups up to 1,000 persons for performing arts programs such as the annual community concert series. This building is used for high school productions such as the annual musical done by the students and may be used by the community for a fee.

Antiques, Incorporated is a privately owned museum. Located north of town on Shawnee, the museum owns one of the world's largest private collections of Rolls Royces and Bentleys, with sixty antique classic cars on display and an antique gallery filled with quality imported English furniture and accessories.

Fort Gibson Stockade is located about ten miles northeast of Muskogee on Highway 62. The Stockade is a National Historical Monument. The fort is open to the public at no charge and is operated by the state Tourism and Recreation Department. The oldest military post in Oklahoma, Fort Gibson Stockade was built in 1824.

Five Civilized Tribes Museum, located in the former Union Indian Agency Building, preserves the cultural history of the Five Civilized Tribes through artifacts, art, literature, and photographs. The museum is adjacent to the Veterans Hospital on Honor Heights Drive.

Honor Heights Park comes alive with azaleas every spring. More than 40,000 blossoms turn the park into an endless blaze of reds, purples, lavenders, pinks, white, and magenta. Each April thousands of visitors come from all over the country to see a beautiful natural springtime sight during the annual Azalea Festival.

From mid-October to early November Honor Heights Park transforms into a spectacular display of autumn colors which highlight the annual Indian Summer Festival. The 100-acre park contains hundreds of oak, black gum, and red maple trees, as well as thousands of specially planted fall flowers.

At permanent anchor north of the city near the Port of Muskogee is the U. S. S. Batfish, a highly-decorated World War II submarine. Commissioned in 1943, the Batfish is credited with sinking three enemy submarines in just a few days' time. Visitors may tour the interior and inspect the main control room, passageways, and torpedo tubes. Push-button tapes are located throughout the Batfish to give detailed descriptions of the submarine's interior and of what naval action was like in the South Pacific more than thirty years ago.

The Thomas-Foreman home in Muskogee is one of the city's most recent stops for tourists, although the home was built in 1898 by former Federal Judge John Thomas. Lawyer Grant Foreman married Thomas' daughter, Carolyn, and both the Foremans became noted authors on Oklahoma history, publishing almost twenty books and hundreds of articles.

Funded in 1880 as the nation's only institution of higher learning for the American Indian, Bacone College today is a junior college attended by students of all ethnic and cultural backgrounds. The school is recognized for its outstanding collection of Indian art and jewelry, and the Ataloa Museum on the campus contains thousands of books and documents on Indian history.

Muskogee Little Theatre with its own stage in an abandoned and converted school auditorium presents at least four plays a year by local amateur performers. It is sustained through memberships and box office proceeds.

G. RECREATION

The city of Muskogee maintains thirty parks with eighteen playgrounds, three swimming pools, twenty tennis courts, eighteen baseball diamonds, ten softball diamonds, and five recreation buildings. In 1975 park attendance was estimated to be 338,000, and an additional 400,000 persons attended the three flower garden displays.

A full-time recreation director, employed by the city, serves as planner and coordinator for a year-round recreation program for all ages. A summer recreation program for young people ages six through sixteen and a year-round program at the Kiwanis Senior Citizens Center are the high points of the department's activities.

The Martin Luther King Center, owned and operated by the city, serves as a neighborhood recreation center for young people up to the age of 21 living in the central part of the city.

A vacated National Guard Armory building has recently been converted by the city into a gymnasium and is open five days a week for basketball, volleyball, boxing, weight lifting, and other directed indoor activities. There is a small fee charged for the use of the facilities.

The city park department maintains diamonds for summer baseball and softball leagues and playing fields for spring and fall soccer leagues. The leagues are operated independently by individuals, churches, and some commercial establishments for men and women. Leagues must pay a small rental fee to the city. In addition, the recreation department sponsors winter runs and fall bow and arrow shooting tournaments.

Other large recreation facilities include the YWCA/YMCA building and the First Baptist Church Christian Life Center, across the street from the Library. The "Y", which provides recreation, exercises, and classes for all ages throughout the morning, afternoon, and evening hours, is

open to anyone who pays a membership fee or activity fee, and the Christian Life Center is open to church members only.

The private Muskogee Country Club provides an 18-hole golf course, and the quasi-public Meadowbrook Country Club has an 18-hole course. Muskogee also has a skating arena, and there are year-round bowling leagues at two bowling establishments.

Other recreational activities available to residents include the Muskogee High School athletic department programs in football, golf, tennis, basketball, wrestling, track, and swimming. Three rivers, the Arkansas, Verdigris, and Grand, as well as five lakes, Webbers Falls, Fort Gibson, Greenleaf, Tenkiller, and Eufaula, make fishing and water sports available. The area also offers ample hunting areas.

Stock car racing at the fairgrounds occurs each Friday evening during the spring and summer months. In early September the Muskogee State Fair runs for ten days with carnival; rodeo; stock and modified car races; Appaloosa, Paint, and Quarter Horse Shows; Hereford, Angus, dairy, sheep, and swine shows.

H. COMMUNICATION

Muskogee is served by one newspaper, The Muskogee Daily Phoenix and Times Democrat, which is published seven mornings a week. Home delivery is also available in Muskogee for the Tulsa World, Tulsa Tribune, Daily Oklahoman, and Oklahoma City Times. Although the out-of-town newspapers, particularly the Tulsa papers, have a wide circulation in the area, library publicity is done only in the Phoenix. The Tulsa papers have never been approached with news releases, so the extent of their cooperation in publicizing Muskogee library news is not known.

Three radio stations serve Muskogee: KBIX and KMUS and an FM station, KYMM. News releases are sent to all three stations; however, KBIX makes

public service time available to the library on a regular basis and sometimes seeks programming and interviews from library personnel.

Four Tulsa television channels serve the Muskogee area:

KTUL-TV, Channel 8, ABC	KOTV-TV, Channel 6, CBS
KJRH-TV, Channel 2, NBC	KOED , Channel 11, Educational

Although all of the channels feature Muskogee, library coverage is most likely to be aired on KTUL. Past coverage has featured library activities on the local news program and has included recorded public service announcements.

Cablevision of Muskogee offers eight cable television channels in addition to the four Tulsa channels.

The library needs to take advantage of the many avenues for free publicity. If more staff time were available to develop a good PR program, the public could be much better informed of library programs and services. In addition to free publicity, there are other media that could be used to good advantage such as billboards, directional signs, telephone stickers, and yellow page ads. In order to become a "household" word, Muskogee Public Library should attempt to increase its visibility.

I. COMMUNITY ORGANIZATIONS

The organizations in the community may be categorized into four sectors: voluntary; independent (are non-profit and tax exempt, seek contributions, employ at least one full time person, and are located at a fixed site); government; private (profit making). The voluntary and independent organizations are discussed here; government and private will be discussed in greater detail in the section of this study entitled "Population Characteristics - Economic Characteristics."

There were 174 voluntary organizations identified through the Information and Referral file and through a Chamber of Commerce list. Information regarding frequency of meetings and size of memberships was not available on all of the organizations; however, almost any time a library program is scheduled, it conflicts with other meetings. The section of this study on lifestyle indicated that clubs and civic groups play an important role in the lives of Muskogeeans.

A list compiled by the Bacone College Library lists 110 Muskogee churches of virtually every Protestant denomination, and including two Catholic churches and two Jewish synagogues. In addition to the well-known churches, there are five brands of Baptist, there is a charismatic, an interdenominational, a nondenominational, and a transdenominational.

The independent organizations, many of which have auxiliaries listed in the voluntary organizations, include seven private schools in the city, Bacone Junior College, the United Way and its agencies, and others such as Green Country Cerebral Palsy, Chamber of Commerce, and Muskogee Association for the Mentally Retarded. The independent organizations number twenty-seven.

Table 3 shows the number of organizations in the voluntary and independent sectors by type.

The four sectors--voluntary, independent, government, and private--all make use of library resources and services, particularly the meeting rooms and audio-visual materials and equipment. Last year there were 255 non-library related organizational meetings held in the library's three meeting rooms, and 107 organizations are currently authorized borrowers of audio-visual materials and equipment.

TABLE 3

Voluntary and Independent Organizations

Type of organization	Number of Groups
VOLUNTARY	
Age groupings	9
Charitable	7
Church related	5
Cultural	29
Education related	7
Ethnic	2
Hobbies	20
Labor organizations	9
Professional	25
Recreation	
Passive	2
Active	12
Social service	40
Churches	110
Other	7
INDEPENDENT	
Private schools	7
College	1
United Way and its agencies	11
Muskogee Association for the Mentally Retarded	1
Oklahoma Green Country Legal Aid	1
Harbor House	1
Kiwanis Senior Citizens (also city agency)	1
Green Country Cerebral Palsy	1
Muskogee Chamber of Commerce	1
Greater Muskogee Development Corp.	1
Muskogee Knothole Baseball Club	1

J. SCHOOL LIBRARIES

Of the ten elementary schools in the Muskogee Independent School District, only four have full-time librarians. Two schools share a librarian, and four have no trained librarians. There are librarians in the three junior high schools and at Muskogee High School.

Hilldale Schools have librarians at all levels, and St. Joseph's Catholic School last year had a school-certified volunteer librarian.

Cooperation between the public library and those schools without librarians is almost nonexistent. Youth services staff have tried to make contact, but it appears that without a school librarian to encourage teachers, there is little inclination to use public library resources or services.

With an increase in state aid, school media centers in Muskogee have improved within the last two years.

K. POPULATION CHARACTERISTICS

The 1970 United States Census was the primary source for compilation of population characteristics for the city of Muskogee. Population projections for towns in Muskogee County (other than Haskell and Fort Gibson) not served by a community library are from "Data for State Planning Region #2," published by the Eastern Oklahoma Development District. Since this community analysis was compiled during the latter half of 1979 and the early part of 1980 immediately preceding the decennial census enumeration, it was necessary to rely on a number of secondary sources to examine changes and trends which would proportionately affect group characteristics which were examined.

The major secondary source consulted and relied upon was The Comprehensive Plan for the Muskogee Metropolitan Area, 1977-2000, prepared by the Muskogee Metropolitan Area Planning Department of which Bill Colclasure is director and Willie B. Alexander is assistant director. The Eastern Oklahoma

Development District of Muskogee and The Epps Corporation of McAlester, Oklahoma, assisted with the study dated June, 1977.

In addition, the following publications and sources were consulted; The Oklahoma Employment Securities Commission, EODD, the EODD Education Plan, the school districts in the city of Muskogee, the United States Department of Commerce 1977 Census of Retail Trade, the Oklahoma State Department of Health, Muskogee Chamber of Commerce, and Greater Muskogee Development Corporation.

1. Size and growth. The 1970 census figures showed the population of Muskogee County to be 59,542. This figure is approximately 750% greater than the 1900 population of 7,011. The county's population continued to increase until 1930 when there were 66,424 persons residing in the county. Since 1930 the population has declined during each successive decade, first reflecting the depression of the 1930's, later the loss of all related job opportunities, and finally the continued unavailability of local economic opportunities for its residents and potential residents. This decline, unlike that of the state of Oklahoma's population, failed to reverse itself and continued through the 1960-1970 decade.

The city of Muskogee's population increased almost nine times since 1900, from 4,254 persons in 1900 to 37,331 in 1970. The rate of growth has not been constant, with the city experiencing the majority of this growth during the first decade (1900-1910) when the population increased some 494% to 25,278. Between 1910 to 1960, the city of Muskogee continued to increase in population, attaining a total of 38,059 persons in 1960. This trend occurred even though the surrounding county continued to lose population, reflecting, in part, the national rural-urban shift and the availability of jobs in the urban centers. However, during the 1960-1970 decennial period, the city experienced a decline in population of 1.9%, in part, as a response to the failure of the community to provide job opportunities.

Annexation between 1960 and 1970 failed to prevent a decline in the city's population. Approximately 3,303 persons no longer resided in the 1960 census

boundaries and only 2,575 persons were residing in the newly annexed areas. Consequently, a loss of 728 persons occurred between 1960 and 1970. Muskogee was the only non-urban city with a population of 25,000 or more in the state of Oklahoma which experienced a decline in population during the 1960-1970 decade.

Table 4, Migration by Cohort, City of Muskogee, 1960-1970, shows three identifiable trends in Muskogee's past record of size and growth:

A lack of an aggressive annexation policy between 1960 and 1970 resulted in a net loss in population between 1960 and 1970; in-migration was concentrated in the 50 through the 75-plus age group, many returning to their original home upon retirement, increasing the number of deaths vs. births and the necessity of social programs directed at the delivery of assistance to the elderly (the median age in Muskogee was 34.7 in 1970 as compared with 29.4, the state median age, and 28 nationally.); the reduction of school age children in the present 5-9 age group, probably as a consequence of the out-migration of those persons who were 20-29 years of age in 1960. The Comprehensive Plan stated that "the loss of these children in conjunction with a decline in numbers born will have a significant impact on facilities and programs to be required to support the educational, cultural, and social demands of persons of school age."

2. Age and sex. Table 5, Age by Sex, Muskogee, Oklahoma, 1970, indicates that there were 20,220 females, or 54.1% of the population, residing in the city of Muskogee. This percentage is slightly above the state, Muskogee County, and urban areas (other than central cities) of 10,000 population or more.

While the median age of the male population decreased from 32.9 years in 1960 to 31.3 years in 1970, the female segment of the population was responsible for the 1960-1970 increase in the city's median age, increasing from 34.9 years to 37.5 years. Sixty percent of the 6,208 persons in the 65-plus age bracket in 1970 were females. Approximately 25% of the female population was between the ages of 5 and 19 in 1970, compared with almost 30% of the male population in the 5 to 19 group.

TABLE 4

MIGRATION BY COHORT
CITY OF MUSKOGEE
1960 - 1970

COHORTS	1960 POPULATION	LIFE SURVIVAL RATE	1965 COHORTS (N +5)	ESTIMATED 1965 POPULATION	LIFE SURVIVAL RATE	1970 COHORTS (N +10)	ESTIMATED 1970 POPULATION	ACTUAL 1970 POPULATION	ESTIMATED MIGRATION 1960-1970
0-4	3,656	.995	0-4	3,846[1]	.995	0-4	2,875[2]	2,689	-186
5-9	3,673	.998	5-9	3,638	.998	5-9	3,827[3]	3,259	-568
10-14	3,558	.996	10-14	3,666	.996	10-14	3,631	3,446	-185
15-19	2,680	.994	15-19	3,544	.994	15-19	3,651	3,343	-308
20-24	1,863	.992	20-24	2,664	.992	20-24	3,523	2,379	-1144
25-29	1,898	.992	25-29	1,848	.992	25-29	2,643	1,989	-654
30-34	2,135	.990	30-34	1,883	.990	30-34	1,833	1,664	-169
35-39	2,467	.986	35-39	2,114	.986	35-39	1,864	1,723	-141
40-44	2,294	.978	40-44	2,432	.978	40-44	2,084	1,968	-116
45-49	2,346	.966	45-49	2,244	.966	45-49	2,379	2,228	-151
50-54	2,235	.951	50-54	2,266	.951	50-54	2,168	2,169	01
55-59	2,086	.928	55-59	2,125	.928	55-59	2,155	2,166	11
60-64	1,821	.894	60-64	1,925	.894	60-64	1,972	2,100	128
65-69	1,866	.849	65-69	1,628	.849	65-69	1,721	1,968	247
70-74	1,505	.778	70-74	1,584	.778	70-74	1,350	1,521	171
75 +	1,976	.525	75 +	2,208	.525	75 +	2,391	2,719	328
				36,615			40,067	37,331	-2736

[1] Based on 3949 actual births in city, 1960-64, and a survival rate of .974.

[2] Based on 2952 actual births in city, 1965-69, and a survival rate of .974.

[3] Based on actual 1960-64 births.

SOURCE : Eastern Oklahoma Development District

TABLE 5

AGE BY SEX

MUSKOGEE, OKLAHOMA
1970

	TOTAL	%TOTAL	MALE	FEMALE	%MALE	%FEMALE
0- 4	2,689	7.2	1,340	1,349	7.9	6.7
5- 9	3,259	8.7	1,645	1,614	9.6	8.0
10-14	3,446	9.2	1,730	1,716	10.1	8.5
15-19	3,343	9.0	1,669	1,674	9.8	8.3
20-24	2,379	6.4	1,046	1,333	6.1	6.6
25-29	1,989	5.3	924	1,065	5.4	5.3
30-34	1,664	4.4	788	875	4.6	4.3
35-39	1,723	4.6	755	968	4.4	4.8
40-44	1,968	5.3	885	1,083	5.2	5.4
45-49	2,228	6.0	1,012	1,216	5.9	6.0
50-54	2,169	5.8	989	1,180	5.8	5.8
55-59	2,166	5.8	962	1,204	5.6	5.9
60-64	2,100	5.6	888	1,212	5.2	6.0
65-69	1,968	5.3	808	1,160	4.7	5.7
70-74	1,521	4.1	619	902	3.6	4.5
75-79	1,207	3.2	479	728	2.8	3.6
80-84	853	2.3	328	525	1.9	2.6
85+	659	1.8	244	415	1.4	2.0
ALL AGES	37,331	100.00	17,111	20,220	45.8	54.2
1970 MEDIAN AGE	34.7		31.3	37.5		
- 1960 -	34.0		32.9	34.9	46.8	52.2

SOURCE: U.S. Census of Population: 1970

While the city's population decreased by 1.9%, the 18 and under and the 19 to 64 age groups were those which experienced significant loss in population, while the 65 and over group experienced an increase of 16.1%. Past trends showed a significant decrease in the number of persons in the 0-4 and the 5-9 age groups and relatively large numbers of persons concentrated in the 45-64 age groups. Those persons in the 45-64 age group are anticipated to continue to maintain the relatively high percentage of persons 65-plus as they reach this age group if past trends continue. (See Table 6, Demographic Profile by Selected Cohorts.)

However, there are indications that the trends, if not completely reversed, have shown some signs of stabilizing, and at least one factor in population growth, the migration factor, shows signs of reversal.

During the years 1960 to 1969, 6,901 children were born to residents of Muskogee or an average of 690.1 per year. The number of births declined from a high of 844 in 1960 to a low of 579 in 1969. Since 1969, births have averaged 634.1 per year or a decline of 56 per year. Table 7, Natural Increase, City of Muskogee, shows that the number of births per year has somewhat stabilized since 1965, ranging from a low of 579 in 1969 to a high of 682 in 1971.

However, the number of deaths in Muskogee tends to offset the natural increase represented by births, as shown in Table 7. Thus, since 1969, the increase has averaged 72.8 persons, and in 1972 there were four more deaths than births.

Another indication that the 5-9 age group may be stabilizing and in some cases, increasing, may be seen in the Muskogee Public Schools enrollment figures since 1975-76 and projections through the 1984-85 school year, Table 8. Some grades show slight but steady increases in enrollment through the mid-eighties.

TABLE 6

Demographic Profile
By Selected Cohorts
City of Muskogee
1960 - 1970

	1960	% 1960	1970	% 1970	% change 1960-1970
Total population	38,059	100.0	37,331	100.0	-1.9
18 and Under	13,567	35.7	12,737	34.1	-9.1
19-64	19,145	50.3	18,386	49.3	-2.2
65 and Over	5,347	14.0	6,208	16.6	16.1

Source: U. S. Census of Population: 1970

TABLE 7

NATURAL INCREASE
CITY OF MUSKOGEE

1960-1969
1970-1978

YEAR		BIRTHS	DEATHS	NATURAL INCREASE
1960		844	533	311
1961		784	483	301
1962		810	551	259
1963		788	507	281
1964		723	536	187
1965		591	550	41
1966		615	515	100
1967		570	537	33
1968		597	588	09
1969		579	576	03
TOTALS	1960 - 1969	6,901	5,376	1,525
AVERAGE	1960 - 1969	690.1	537.6	152.5
1970		643	557	86
1971		682	548	134
1972		584	588	-04
1973		606	577	29
1974		603	569	34
1975		635	537	98
1976		659	550	109
1977		671	553	118
1978		624	572	52
TOTALS	1970 - 1978	5,707	5,051	656
AVERAGE	1970 - 1978	634.1	561.2	72.8

SOURCE: Eastern Oklahoma Development District
Oklahoma State Department of Health

MUSKOGEE PUBLIC SCHOOLS ENROLLMENT AND PROJECTIONS

TABLE 8

OCTOBER 2, 1979

Grade Level	75-76	76-77	77-78	78-79	79-80	PROJECTIONS 80-81	81-82	82-83	83-84	84-85
KDG.	470	524	498	532	533	454(1)	550	560	570	580
1	558	566	684	611	610	624(2)	532	644	656	667
2	524	546	577	647	586	595	609	519	629	640
3	488	464	482	550	579	530	538	551	469	569
4	490	469	461	510	537	577	528	536	549	468
5	547	474	453	449	496	521	560	512	520	533
6	579	530	489	450	466	500	525	564	516	524
Spec Ed	132	165	164	149	128	150	150	150	150	150
Sub Total	3788	3738	3822	3898	3936	3951	3992	4036	4059	4131
7	665	631	579	503	512	505	542	569	611	559
8	657	654	612	571	509	506	499	535	562	604
9	753	673	667	609	581	516	513	506	542	570
Spec Ed	72	82	97	95	83	100	100	100	100	100
Sub Total	2147	2040	1955	1778	1684	1627	1654	1710	1815	1833
10	729	717	673	661	565	562	500	497	490	525
11	644	623	646	597	564	494	491	437	434	428
12	554	575	572	496	503	481	422	420	374	371
Spec Ed	33	35	35		34	35	35	35	35	35
Sub Total	1960	1950	1926	1754	1666	1572	1448	1389	1333	1359
GRAND TOTAL	7895	7728	7703	7430	7286	7150	7094	7135	7207	7323

(1) Reduce from 540 by 16.7% due to September 1 enrollment date.
(2) Reduce from 651 by 5% to reflect recent enrollment figures.

New residential building permits issued since 1970 are another indication that new families, some of them no doubt with young children, are moving into Muskogee. Some of the residential building permits would probably represent apartment houses, but many of them were undoubtedly issued for one-family dwellings in some of the new housing developments in the area. From 1966 through 1969, according to figures quoted in Muskogee Statistics, published by the Muskogee Chamber of Commerce, an average of 63 residential building permits were issued per year, while an average of 268 were issued from 1970 through 1978.

Another indication that population distribution shows signs of change is the number of manufacturers and processors that have moved into the area since 1970. The Greater Muskogee Development Corporation reports that there are approximately 14 new or expanded industries employing at least 3,600 persons, some of them new residents or former residents who have returned for employment. In addition, the Curt's Shopping Mall, employing at least 400 persons, was built after 1970. The 1970 census showed 3,293 persons in Muskogee County employed in manufacturing industries compared with approximately 4,950 currently employed, a gain of 1,657.

Of the three basic factors in population growth--births, deaths, and migration--the migration factor was determined by the compilers of The Comprehensive Plan to be the most significant in EODD and the city of Muskogee. It is projected that increased employment at industrial port and industrial park sites, because of the existence of the McClellan-Kerr Arkansas River Navigation System and from tourism development, will provide opportunities for significant population growth during the period 1970 to 2000. Eastern Oklahoma Development District based its population projections for the city of Muskogee on that premise:* (See Table 9, Population Projections, City of Muskogee).

*The Oklahoma Employment Security Commission projects the population at 42,400 (7-1-78), and the U. S. Postal Service projection is 49,682.

TABLE 9

Population Projections
City of Muskogee

1970	1975	1980	1985	1990	1995	2000
37,331	40,373	43,415	54,063	64,711	66,232	67,753

Muskogee County**

4,195	4,600	4,850	5,250	5,450	5,850	6,000

**Boynton, Braggs, Council Hill, Oktaha, Porum, Taft, Wainwright, Warner, Webbers Falls.

3. Racial composition. Of the 37,331 people in the city of Muskogee in 1970, 76.0% (28,364) were white; 18.6% (6,962) were black; and 5.2% (1,929) were American Indian. The remaining .2% (76) consisted of 11 Japanese, 10 Chinese, 3 Filipino, and 52 persons of other races. According to population projections by race, these proportions have remained approximately the same. Of all Oklahoma cities with a population of 10,000 - 50,000 in 1970, Muskogee had the largest black population.

4. Households and children. Of the total population of 37,332 in Muskogee in 1970, 97% (36,180 persons) were reported to be living in households as opposed to 3% (1,142 persons) living in group quarters (institutions, rooming houses, college dormitories, hospitals), with an average of 2.72 persons per household.

Sixteen percent or 1,614 of the 9,895 families (two or more persons living in the same household who are related by blood, marriage, or adoption) had a female head. Approximately half of the families had single, never married children under 18, and the 10,376 children in the families comprised 28% of the population. The average number of children per family in Muskogee in 1970 was 2.1.

Table 10 indicates that the married residents of Muskogee were the overwhelming majority in 1970 as we might expect in a city with its characteristic lifestyle. Singles were not located here in large numbers, perhaps for lack of job opportunities. Of significance is the fact that there were approximately five times more widowed females than males and twice as many divorced females as there were males.

5. Education Characteristics.

School enrollment. Table 11 shows current school enrollment in the city of Muskogee by grade level as far as could be ascertained. Two private schools were unable to respond to requests for enrollment figures; however,

TABLE 10

MARITAL STATUS

	NUMBER	% OVER 14
SINGLE		
Male	2,951	10.3
Female	2,733	9.6
Total	5,684	19.9
MARRIED		
Male	8,540	29.8
Female	8,744	30.7
Total	17,314	60.5
WIDOWED		
Male	671	2.3
Female	3,244	11.3
Total	3,915	13.6
DIVORCED		
Male	596	2.1
Female	1,141	4.0
Total	1,737	6.1

SOURCE: U. S. Census of Population: 1970

TABLE 11

SCHOOL ENROLLMENT, GRADES 1-12
1979-1980

GRADE LEVEL	MUSKOGEE PUBLIC SCHOOLS	HILLDALE PUBLIC SCHOOLS	OTHER	TOTALS
Kindergarten	533	104		637
1	610	114		724
2	586	115		701
3	579	118		697
4	537	119		656
5	496	114		576
6	466	110		610
Special Educ.	128	8		136
7	512	84		596
8	509	104		613
Sub Total	4,423	886	181	5,490
9	581	87		668
Special Educ.	83			83
10	565	77		642
11	564			564
12	503			503
Special Educ.	34	9		43
Sub Total	2,330	173	24	2,527
GRAND TOTAL	7,286	1,163	205	8,654

SOURCE: U. S. Census of Population: 1970.
Muskogee Public Schools, Hilldale Public Schools, Boulevard Christian School, Children's House, Seventh Day Adventist School.

their enrollments would not appreciably change the total figures, except perhaps in the lower grades. As stated earlier in the discussion of age and sex and as seen on Table 12, Comparison of School Enrollment, 1970-1980, the increase has occurred from kindergarten - grade eight, with a slight decrease in enrollment in grades 9-12. Overall there has been an increase in school enrollment since 1970 of approximately 9.0%.

In 1970 there were 976 persons 20-34 years of age enrolled in college. There are no current figures on school enrollment beyond the high school level.

The following specialized areas would have to be considered in any discussion of school enrollment in terms of potential library services in the city of Muskogee:

SCHOOL	NUMBER OF CLASSES	ENROLLMENT
Headstart Programs	6 (1978)	120 (1978)
Parkview State School for the Blind		112 (1980)
Alternative School Muskogee County Council of Youth Services		125 (1979)
Adult Education (GED)	14 (1978)	600 (1978)
Indian Capital Area Vocational-Technical School	20 occupational areas (1977-78)	985 (1977-78)
Bacone Junior College		453 (1980)

Years of school completed. In 1970 the median school years completed was 12.0, with 50.4% of the males and 50.2% of the females being high school graduates. This compares with the national median educational level of 12.4 (1970). For the population of twenty-five years of age or older, slightly over 1% had no education and nearly 29% had completed only through grade eight. Over 21% had attended college.

TABLE 12

COMPARISON OF SCHOOL ENROLLMENT
1970-1980

GRADE LEVEL	1970 CENSUS	1979-1980 SCHOOL ENROLLMENT	CHANGE	% CHANGE
Kindergarten	174	637	463	266.1
Elementary 1-8 years	5,190	5,490	300	5.8
High School 1-4 years	2,575	2,527	-48	-1.9
TOTALS	7,939	8,654	715	9.0

SOURCE: U. S. Census of Population: 1970.
Muskogee Public Schools, Hilldale Public Schools, Boulevard Christian School, Children's House, Seventh Day Adventist School.

6. Economic Characteristics

Employment Status. The 1970 census revealed that 66.5% of all men sixteen years of age and older and 35.0% of women in the same age group were in the labor force of 13,301. Almost half (49%) of the population sixteen years of age and older were in the labor force. The peak years for men in the labor force were ages 25-44 and for women, 35-44.

Oklahoma Labor Market, January, 1980, published by the Oklahoma Employment Security Commission, gives an unemployment rate of 5.0% as of December, 1979, of a total of 27,325 for the Muskogee area. Oklahoma unemployment in December, 1979, was 3.5%, and nationally it was 5.9% of the total civilian labor force. Unemployment figures fluctuate from month to month. The Oklahoma Labor Review showed a low in the Muskogee area in 1979 of 4.2% in May and a high of 6.7% in February. The median unemployment rate for the year was between 4.9% and 5.0%.

Occupations. Table 13, Occupations, shows occupations of Muskogee in descending order of frequency, and the percentage of the total engaged in by women. White-collar workers, defined as "workers whose jobs usually do not require manual labor," comprise 41.5% of the total number of people sixteen years of age and over who were employed in 1970.

However, with the anticipated increase in employment at industrial park and industrial port sites, it is projected that there would also be an increase in operatives, laborers, and transport equipment operatives. With the greater freedom of women to work in jobs other than clerical, nursing, and education, there should also be a greater number of women in some of the other job classifications.

Industry. Oklahoma Labor Market, January, 1980, reports the three largest employers in the Muskogee area are government, wholesale and retail trade, and manufacturing. (See Table 14, Nonfarm Wage and Salary Employment.)

TABLE 13

OCCUPATIONS

CATEGORY	TOTAL PERCENTAGE	WOMEN PERCENT OF TOTAL
Clerical and kindred workers	17.1	12.8
Service Workers except private household	14.6	8.8
Craftsmen, foremen, and kindred workers	12.7	.2
Managers and administrators, except farm	12.5	2.1
Professional, technical and kindred workers	12.0	5.5
Operatives, except transport	10.6	3.6
Sales workers	9.1	3.7
Laborers, except farm	4.3	.4
Transport equipment operatives	4.0	.1
Private household workers	2.5	2.4
Farm laborers and farm foremen	.5	.1
Farmers and farm managers	.3	-

SOURCE: Census of Population: 1970

TABLE 14

NONFARM WAGE AND SALARY EMPLOYMENT
MUSKOGEE AREA

ITEM	Jan 1980p	Dec 1979r	Jan 1979r	Absolute change from Dec 1979 Jan 1980	Absolute change from Jan 1979 Jan 1980
Total wage and salary	23,025	23,375	22,575	-350	450
Manufacturing	4,925	4,950[1]	4,900	- 25	25
Food and kindred products	700	700	800	0	-100
All other manufacturing	4,225	4,250	4,100	- 25	125
Nonmanufacturing	18,100	18,425	17,675	-325	425
Construction	1,550	1,450	1,400	100	150
Transportation & Public Utilities	1,375	1,375	1,325	0	50
Wholesale & retail trade	5,175	5,325	5,100	-150	75
Government	6,200	6,500	6,150	-300	50
All other*	3,800	3,775	3,700	25	100

p-Preliminary; r-Revised. This area includes Muskogee County only.
* Includes Mining, Finance-Insurance-Real Estate and Service establishments.
[1]Includes workers idled by labor dispute.
SOURCE: Oklahoma Employment Security Commission.

The three largest industries in terms of employment are Brockway Glass, Corning Glass, and Ft. Howard Paper Company.

Income. The 1970 census reported the median income of all families in the city of Muskogee was $6,970, compared with a state median of $7,725 and the national median of $9,867. The 1970 median income of the black family was 49.8% of the non-minority family income. Incomes less than the established poverty level were reported by 17.6% of all families, and 39.9% of the below poverty level families were black.

The United States Department of Housing and Urban Development has determined that Muskogee is number one in Oklahoma towns having a population of 10,000 to 50,000 in the absolute number of poor people (having an income of less than $10,176). In January, 1979, it was determined that 8,978 or 22.3% of the Muskogee Population was impoverished.

Updated information on the median income of families in the city of Muskogee is not available; however, Muskogee County average weekly earnings reported by the Chamber of Commerce for the year 1978 were $199.58 or $10,378 annually. The median income for non-metro earnings in the state of Oklahoma is now $12,720.

7. Automobiles Available. The availability of automobiles in Muskogee is crucial since there is no public transportation except for two taxicab companies. The large number of senior citizens living in Muskogee are inconvenienced, and The Muskogee Good Samaritan Association, largely representing senior citizens, plans to operate a bus service subsidized by city and county funds, according to a Muskogee Phoenix article dated January 29, 1980. The proposed cost to passengers would be 50 cents for a one-way trip.

The 1970 census showed that 22.6% of the 13,289 occupied housing units had no automobile available, 45.1% had one, 28.1% had two, and only 4.1% had three or more automobiles.

No current information is available on automobiles per household. However, information compiled by the Oklahoma Tax Commission for Muskogee County shows that between 1974 and 1978 there was an increase of 78% in the number of automobiles registered. This figure is misleading in that this increase does not necessarily represent automobiles available in the city of Muskogee or in the county, since registrants may live outside the county.

From past experience with bookmobile service it was found that for those persons wishing to use library services, transportation is not a major problem. Even though the city bookmobile was available in as many as twenty-three locations during the week, the general adult population seemed uninterested in availing themselves of its services, preferring to come to the central library where more materials and services were available. High use occurred only at stops near schools or community centers where children used it or at the nursing home stops.

An area which was unexplored when the bookmobile was making regular stops was the timing; all stops were made during regular working hours when many people in the neighborhoods were not at home.

If the cost of fuel continues to increase, there may be less use of automobiles and more of a demand for neighborhood branch libraries. As areas are annexed east and west of the city and residents live a longer distance from the central city, consideration should be given to parking a bookmobile in a stationary location.

8. Conclusions. Population characteristics reveal an increasing senior citizen population in Muskogee. The 1980 census will reveal if the trend is actually declining.

However, three surveys in which library users were characterized, the Leo Burnet Advertising Agency survey, the Gallup Organization poll that was done for the American Library Association, and the Yankelovich, Skelly & White

survey done for the Book Industry Study Group, have shown that people 50 and over use libraries about half as much as the 18-34 set, and people 60 and over make up only 12% of bookreading adults, although they are 20% of the adult (16 and over) population. If this were accurate in Muskogee, it would greatly reduce the number of library users, because past population figures showed approximately twice as many persons in the 50 and over age group as those in the 18-34 category.

The library's registration and circulation records give no indication of the age of an individual.

Observation does indicate that senior citizens use the Muskogee Public Library, and they are a major source of volunteers. Library programs are well supported by the 50 and over age group. The library should continue to utilize their talents and experience.

The library has done a good job in allocating materials, staff, space, and budget to adult services and proportionately, to children's services. A deficiency in library services to the 11-17 age group should be noted. Although over 11% of the population falls within this group, only approximately 3% of library money is allocated specifically for materials, 1% of library materials may be identified strictly for teenagers, and the youth services staff serving all young people under 18 years of age is allocated 15% of staff salaries.

Although the library should supplement school curricula, it must also keep in mind that its selection policy differs from that of a school library, and it must provide materials not available there. Nevertheless, staff should determine the best way to provide service to the neglected teen-age population in Muskogee as a means of encouraging life-long use as they reach adulthood.

The population survey indicated a higher ratio of females to males, and indeed a higher percentage of females in the city of Muskogee than are found in the state, Muskogee County, and other urban areas of 10,000 population or more. In addition, there were in 1970 significantly more widowed and divorced females than there were males. The registration sampling which will be discussed later in this study reflected this in the high percentage of female registered borrowers.

The population characteristics also indicated that Muskogee has a higher number of black citizens in the population than other cities of comparable size. Of significance is the fact that black families showed a median income substantially less than that of their white counterparts.

Moreover, the population as a whole in Muskogee shows a lower median income than the state and the nation and a high proportion of impoverished people as determined by the U. S. Government.

All of these characteristics must be considered when determining whether Muskogee is reaching its potential in library use, because all user surveys attach a high significance to them. The survey done for the Book Industry Study Group reported, "Women are the most dedicated bookworms, and the most avid reader of all is a woman with a total household income between $20,000 and $30,000." On the other hand, the same survey found that only 10% of book readers and purchasers have incomes over $30,000.

Martha Hale in her research on user studies says that two demographic characteristics are being widely rethought by researchers:

> The demographic characteristics being analyzed anew are sex and race as predictors of library use. Experience with over three hundred public librarians during community analysis institutes has led the officials of the Community Analysis Research

Institute to conclude that variations in use are less likely to be related to sex than to operation of the library system itself. What proportion of the library's hours of service are convenient for most men in the community? How customized are the collections to men's interests? Similarly evidence is quickly accumulating that the racial/ethnic differences in library use patterns are in fact a mask for the more significant variables of education and income: well educated and affluent non-whites are library users, just as often as their white counterparts.

The 1970 census indicated that almost half of the population sixteen years of age and older were in the labor force. Muskogee Public Library should continue to maintain evening and week-end hours to allow all employed persons equal access to its facilities.

Book selection should consider reading tastes and information needs of both men and women and should strive for at least a modicum of racial/ethnic balance, given the choice in published materials.

Although the median educational level in Muskogee falls only slightly below the national level, a significant percentage have completed only through the eighth grade. In addition, a significant number have not gone beyond high school.

The library has a responsibility to provide those materials and services which will support tutored and untutored continuing education at the level of the lay person. Moreover, the library should work with area educational institutions and related community agencies that provide adult education and training to jointly plan ways to improve the quality of life in Muskogee by promoting lifelong learning opportunities. At the minimum, an informal cooperative effort should be undertaken by area libraries to provide assurance that information needs are being met and to avoid unnecessary duplication.

The unemployment rate is higher in Muskogee than it is statewide. The city is encouraging new industrial growth and is basing its projected resurgence on that premise. In fact, migration due to increased industrial activity on the McClellan-Kerr Arkansas River Navigation System and an upsurge in the tourist industry was considered the most significant factor in the growth of the city by the Comprehensive Plan.

Given its location, minerals, and economic geology, Muskogee should be an ideal location for new manufacturing ventures. The library should help by providing geological survey information and collecting materials which support the formation and operation of manufacturing concerns.

CHAPTER III

NEIGHBORHOOD SURVEY

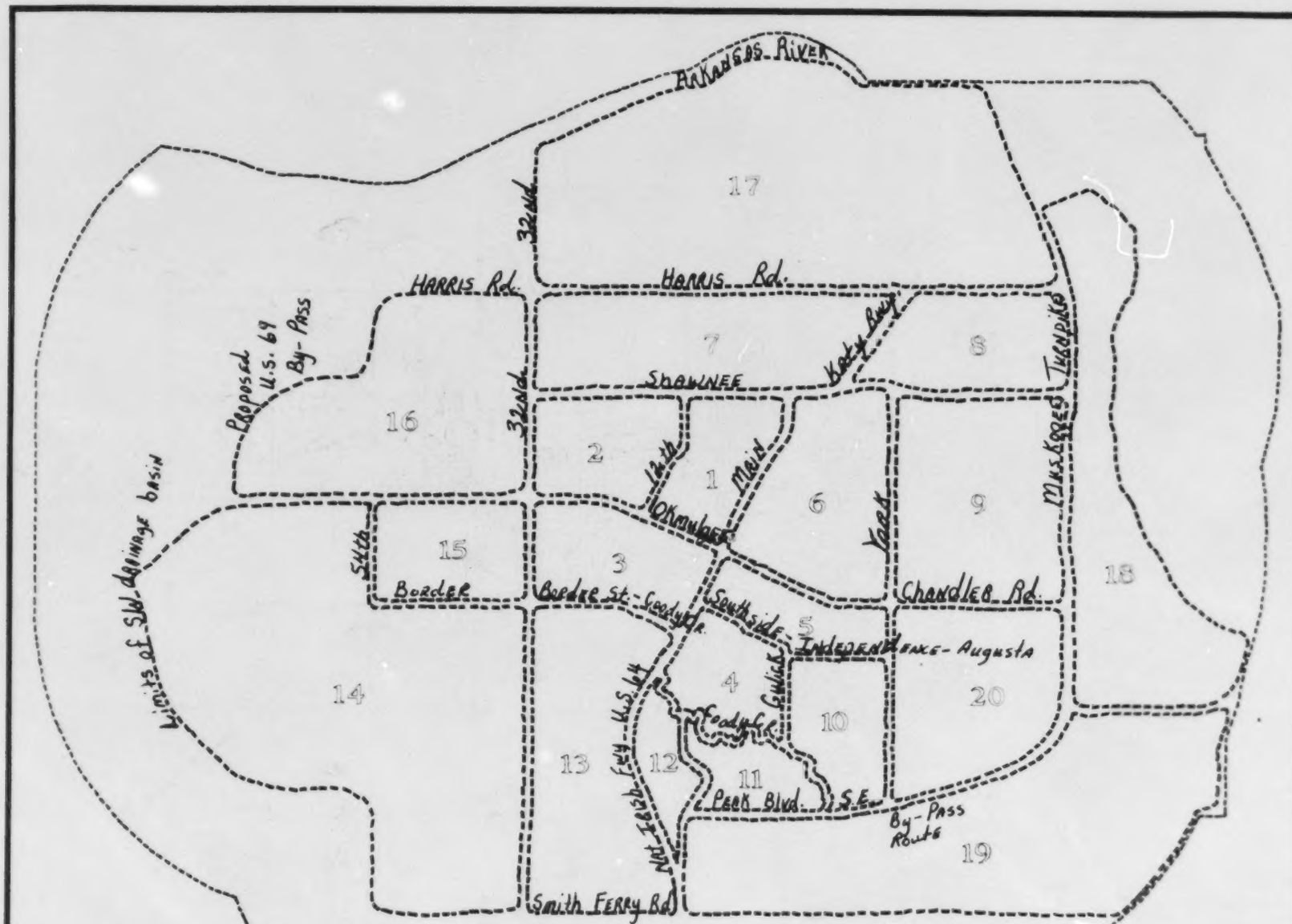
The Muskogee Metropolitan Area Planning Commission's Planning District Boundaries (Table 15) were used for the neighborhood surveys done by library staff on their walk-drive-around of the entire city. Boundaries of the planning areas are shown on the map, and numbers in this survey correspond with those on the map. The percentage figure at the end of each neighborhood description represents the portion of the registration sample found in the planning area.

Planning Area 1. This is a "half and half" section of the city with a NE to SE diagonal line dividing the area, roughly, into business and residential triangles. The residential triangle is low to lower middle income and is predominantly black. The business triangle contains many of Muskogee's oldest commercial establishments.

Both triangles are in easy access to the library, but the residents and merchants of the area probably do not make the optimum use of it. The focus of the black neighborhoods would seem to be on their immediate locales and, possibly, the YMCA-YWCA programs. The "Y" is situated very close to the diagonal dividing the section and, partly for that reason, probably also draws some of the daytime occupants of the business district.

The library is possibly too far a walk from the main business area for many shoppers to include the library on their agendas. This would be especially true of the many elderly citizens who patronize the downtown area.

But for those either agreeable to walking the distance or willing to drive a little out of their way, the library could become a regular stop for many who do not now bother. (4.9%)



LEGEND
-- PLANNING AREA

TABLE 15

Planning District Boundaries

prepared by:
Muskogee
Metropolitan Area
Planning Commission

Notices of library functions posted prominently in the "Y", the court house, banks, etc. could attract many to the library who now seldom give it a thought.

Planning Area 2. A widely varying area, residential and commercial, well-maintained older homes and low income housing, and racially mixed, the southeastern section is easily accessible to the library. Although Okmulgee Street must be crossed, there are stop lights at major intersections to facilitate pedestrian traffic. Farther north, distance, railroad tracks, poor streets, and no sidewalks would be an impediment.

The library provides programs for Headstart located on the corner of Emporia and Military. (10.7%)

Library services could also be promoted at Children's Medical Center at 16th and Emporia.

Planning Area 3. This area includes the library in the northeast sector. From Okmulgee south to Elgin and from Main east to 7th is a commercial area, including the Municipal Building, Civic Assembly Center, the bus station, federal buildings, post office, and the Gospel Rescue Mission. There is no unity of design, and the city offices, civic center, and the library do not form a complex.

The sector from Main west to 24th and south of Elgin contains low to middle income homes and is racially mixed. The Douglass Community Center and the Salvation Army are located here.

A rather distinctive section from 12th to 32nd and Okmulgee to Elgin contains an exclusive area of older homes of established families. A four-lane highway and commercial street, 32nd contains most of Muskogee's eating establishments and motels. (17.2%)

Planning Area 4. While some of the residences in this area are within easy walking distance to the library, the industrial development and railroad tracks along the western boundary make it highly unlikely that the residents would do so. Edison School, bordering this area on the east, does not have a library. (1.6%)

It appears that a bookmobile would be of service here, although the primary users would probably be children. The Midland Valley Community Action Center is a possible contact point for potential library users.

Planning Area 5. Okmulgee and York, the northern and eastern boundaries are zoned commercial, and approximately one-fifth of the homes have been converted to this purpose. Spaulding Park and Whittier Elementary School, which has a library and a librarian, are located here.

The Columbus Street overpass in the northwest section will probably limit any pedestrian access to the library while improving traffic access. Main Street creates a fairly strong mental division between west side (library) and east side (area 5). It is quite likely that the majority of dwellers are exclusively eastside shoppers and would be more apt to use the library if a facility were placed there. (9.4%)

Planning Area 6. This is a highly developed area containing good housing. A large segment is devoted to commercial development, including Eastside Boulevard, Gibson Street, and the west side of York Street. The industrial uses of this area include Corning Glass Company and the stockyards. The Katy Railroad borders the area on the west. There is easy access to the library by automobile, because the area is surrounded by major thoroughfares. (17.2%)

Planning Areas 7 and 15. Areas 7 and 15 are so similar in their topographic aspects they might be classed together. Of the two, Area 7 contains more private residences with a wider range of property values. Area 15 also contains a few modest but well-constructed dwellings but the poorer area together with an overall bleak rural atmosphere deny this section a vital atmosphere.

The redeeming feature of both areas 7 and 15 has to be the shopping centers found in each. These, along with some separate businesses along the sides of both areas, rescue them from being of no interest to the general populace. With the very limited number of private homes in these areas it is difficult to prescribe or even define any relationship they might have with library services. Area 7: 2.8%; Area 15: 1.6%

Planning Area 8. This section almost matches a picture perfect model of modern suburbia. It has extensive apartment complexes, a sprawling country club, schools of the elementary, secondary, and college levels, and upper-income private homes east of York Street. West of that street are much more modest dwellings.

The presence of children in the area's apartments and the nearly palatial homes along North Country Club and Harris Roads suggests two widely disparate sorts of family units. Many of the children of the apartments very likely belong to families which are not yet settled and may be only transiently situated in Muskogee. With only a limited involvement and identification with the community, these families' attraction toward library services is probably minimal. Besides the rather long distance between the area and the library, the shopping center in this area also deters young mothers and fathers from making the journey downtown to the library's vicinity.

The other end of the middle-upper income spectrum is seen in this area also. The very fine homes mentioned before suggest not only high incomes

but also high professional and, possibly, community status. These people are the established citizens who have decided, in most cases, to make Muskogee their permanent residence. Their interest in community affairs is doubtlessly higher than the average. But whether this also means greater interest in library services is open to question. Many of this set are probably too involved with public and personal affairs to think of the library except as it serves as a meeting place for some organizations they are in. Also, the income levels of this group would enable the serious readers to enjoy the convenience of ordering books through national book clubs. Finally, the library has an additional problem in serving these generally older people, i.e., they grew up when libraries did little more than check out books. Many probably still have that notion and are oblivious to much of what the library does offer. Without some personal informational need arising, many have no incentive to investigate the library thoroughly.

The greatest appeal of the library in this section is undoubtedly for the high school students and the students of Bacone College. As students, they have regular informational needs that cannot always be met by the resources of their own institutions. (3.7%)

Planning Area 9. This is one of the recently developed areas that has followed the newer commercial development in the eastern sector of Muskogee. Also located here are Parkview State School for the Blind on Gibson Street, a major public ownership area, Greenhill Cemetery, and the Brockway Glass Plant. (7%)

Planning Area 10. Housing in the area includes post-World War II lower-middle income frame homes in the northwest corner of the sector, middle income brick homes built within the last fifteen years, and a new housing addition, Rolling Hills, in the extreme southern portion, begun within the last year. The Coody Creek Project, now being undertaken by the city of Muskogee, will hopefully prevent the future flooding of homes in the area.

In addition to the single family dwellings, there are the Deerfield Apartment complex, a few mobile homes, Pleasant Valley Nursing Home, which is served by the library outreach mobile service, and a new self-contained low-cost rental complex for retired citizens, containing medical and shopping facilities now being built. It is about five miles to the library.

There is much undeveloped open land in the southern sector, on the outskirts of Planning Area 10, which could be a future housing development. The city appears to be growing in this direction, the southeast. The library map survey indicated that people from this area do not use the library to a great degree, possibly because of distance. It is not within easy commuting distance to the library. (3.7%)

Planning Area 11. This area is generally referred to as the Grandview Addition, as it accomodates one of the newer subdivisions called Grandview. A shopping center, Grandview Mall, is planned for the future. Grandview appears to be a growing, thriving community with young families moving into it. (6.6%)

Planning Area 12. Located between two railroads (the Katy and Midland Valley), the Comprehensive Plan says it will never be a viable residential area. "The sector might best be utilized as an industrial area rather than a residential sector." (.4%)

Planning Area 13. The sector shows potential for developing into a major residential area; however, at this time much of it, particularly from Peak Boulevard south to Smith Ferry Road and Main to 32nd, is sparsely populated. Persons living south of Coody Creek can now come into the downtown area only on two north-south through streets, 24th or Main (Nat Irish Freeway), but new street construction shows evidence that this may be improved. Without a private means of transportation, the residents of the area are not convenient to the library. (1.2%)

Planning Area 14. In the northeastern section along Border Street are the Meadowbrook Apartments, Meadowbrook Country Club, and a small residential area. Border Street, north to Okmulgee along Kershaw Drive, and a small section on 54th Street are the extent of additional residential housing in this area. The Comprehensive Plan anticipates future housing development.

The new West Junior High School just west of 56th Street on West Okmulgee will be ready for occupancy when the 1981-82 school year opens. Soon to be constructed is the Southpark Center, shopping and office space on 32nd Street between Hancock and Border. (0%)

Planning Area 15 is included with 7.

Planning Area 16. This planning area contains the Honor Heights sector and the Honor Heights shopping Center, as well as a variety of commercial establishments along Okmulgee Street and 32nd Street. The Veteran's Administration Hospital is located on Agency Hill alongside the Five Civilized Tribes Museum, and immediately north is Honor Heights Park, a major tourist attraction and the beauty spot of the city. The Comprehensive Plan notes that a considerable sector of the planning area is located outside the corporate limits of Muskogee and much of it is agricultural in character.

In the Honor Heights area there is a wide disparity in housing within close proximity from the very affluent to low-cost rental duplexes and small homes in need of repair. A number of mobile home parks are located in the area, one of which was a former rather unsuccessful bookmobile stop, indicating that the residents may not be available during the day to take advantage of such a service. (4.5%)

The 200 unit elderly high-rise apartment, Honor Heights Towers, is a prime target for library outreach; many of the residents walk to nearby stores, suggesting that possibly they have no other means of transportation. The Community Treatment Center, located north on Highway 69, a prisoner pre-release institution, has been a target of library outreach; however, materials selection and hours of visitation need to be reconsidered in the future, since library services were not used as expected. The Cerebral Palsy Center, at 36th and Wyandotte, should also be considered in future planning.

The Tourist Information Center, located on Highway 69, should be utilized more fully for publicizing the location and programs of the library.

Planning Area 17. This area is largely undeveloped, according to the Comprehensive Plan, and the greatest percentage is outside the city of Muskogee's corporate limits. Much of it is being utilized for agricultural purposes.

Probably the most impressive part of this area in terms of future development is located west of the Muskogee Turnpike and north of Harris Road. The location of this sector on the Arkansas River with access to the McCellan-Kerr Arkansas River Navigation System indicates the area is prime industrial property. (0%)

Planning Area 18. This planning area is located east of the Muskogee Turnpike, adjacent to the Arkansas River.

Currently only the southeastern section shows evidence of new residential construction. Commercial property, including Fort Howard Paper Company, is located from Hancock Road west to the Muskogee Turnpike. Except for the Riverside Mobile Home Park and some older homes in the Riverside area, most of the

land east of the turnpike is used for industry. Since this area borders the McClellan-Kerr Arkansas River Navigation System, the Comprehensive Plan indicates that it is anticipated that the total area will be industrial by the year 2000. (0%)

Planning Area 19. As far as library service to this area is concerned, it would probably center around students in the Hilldale School System. Hilldale Elementary School is located on Peak Boulevard, and the Hilldale Junior High School campus is located south on Smith Ferry Road. Grades taught currently are K-10; however, the school system will eventually provide instruction for grades K-12.

East of the Hilldale School on Smith Ferry Road is the Tulsa District U. S. Corps of Engineers Hopewell Park, and proceeding northeast around "Gooseneck Bend" along the Arkansas River is an area showing evidence of new residential construction. Otherwise, this planning area is primarily agricultural land. (1.6%)

Planning Area 20. This area from York to the Muskogee Turnpike and Chandler to Peak Boulevard is another rapidly growing residential area which includes some apartment complexes. The York Street section is a business area for small shops, professional buildings, and a bank. There is limited access to the library, basically one route on Okmulgee. (7.8%)

Conclusions. Library borrowers from the registration sample, which will be discussed in Chapter 5, were plotted on a city map. They were counted within a one mile, two mile, three mile, and four mile radius from the library. There was virtually no difference in the number who live each of these distances from the library. The smallest number live outside a four mile radius, but this is due to the fact that the area is sparsely populated. At this point, it could be concluded that within the city of Muskogee, distance from the library is not an important factor in its use.

However, the map was then divided into the planning areas used in the community walk-drive-around, and the same registered borrowers from the sample were counted by planning area. Planning Area 3, the sector in which the library is located, and an adjacent sector, Area 6, showed the highest percentage of registered borrowers from the sample. Moreover, Areas 2 and 5, bordering the library sector, also indicated high percentages of library registered borrowers.

Three areas which showed a moderately high percentage of use were at least three to five miles from the library, Areas 9, 11, and 20. Library use in these sectors cannot be attributed to proximity to the library but to the fact that the residents are probably "well-educated and affluent," persons characterized by studies as heavy users. This is indicated by the fact that almost 100% of the homes in the area are new or in good condition.

With one exception, low library use in the other planning areas could be attributed to high commercial-industrial development, sparsely populated communities, or to the low economic and possibly educational status of the residents. Area 8, however, is the exception, the area on the other end of the spectrum, where some of the most highly educated and no doubt affluent residents of the city reside, persons who, according to user surveys do not use the library extensively because of involvement in other activities and access to their own book collections.

We can conclude, then, that library use in Muskogee is related to proximity to the library, and, in addition, to the economic and educational level of the residents. Unless the library can offer services relevant to the needs of the individuals in the low use areas, the mold is unlikely to be broken.

CHAPTER IV

LIBRARY ORGANIZATION AND RESOURCES

A. HISTORY

At the turn of the century Muskogee, which had been the capital of the Five Civilized Tribes, had a population of approximately 4,254 and was considering its cultural improvement. A news item appeared in the journal, Twin Territories, in June, 1900, which gave the first hint of the formation of a library:[1]

> There is some talk of a Young Ladies Reading Club being organized in Muskogee...The plan now under consideration is that the members 'club' in and buy a private library, which will be kept at the home of the librarian.

The reading club was formed and flourished but soon decided to throw its "private library" open to any of the public avid enough for reading to pay two dollar dues for the privilege. When the club ceased to exist, it left four or five hundred books without a permanent location.

The second effort, which finally resulted in a real public library for Muskogee, was the heir of the first. When a group of ten women met at the home of Mrs. John Templeton, September 23, 1908, to organize the Woman's History Club and decided that its first aim should be to found a library, it used as a nucleus the collection of the Ladies Reading Club.

To supplement this collection a book and furniture "shower" was held. The donations were $13.00, a chair, three pictures, two couch covers, two cushions, and one burnt plaque. One man even pledged to give $100.00 worth of books--if ninety-nine others would give the same amount!

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[1]The opening day brochure, April 9, 1972, indicates that the first library was created by the Women's Christian Temperance Union in 1894.

In 1908 the first appropriation from the city was $50.00 per month. A room was rented for $15.00 a month, and a librarian, Mrs. I. N. Croom, was paid the same amount, but the first annual report showed that the library was still being partly supported by the club's membership dues, entertainments, and other fund raising measures. Patrons could select books from 1,000 volumes which were being cataloged.[2]

According to the minutes of the City Council, the Muskogee Free Public Library was founded as a city tax supported institution December, 1909, by City Ordinance Number 464, passed November 29, 1909, "Creating, establishing, and maintaining a free public library for the City of Muskogee." The Council appropriated $200.00 a month for the maintenance of the library at the February, 1910, meeting "until such tax levy for the maintenance of said library can be created."[3]

Early in 1910 the Woman's History Club formally turned over its 1,770 volumes and library equipment to the city of Muskogee.[4] Until its new $60,000.00 Carnegie Building at 401 East Broadway was completed in 1914, the books were housed first in Room 7, Turner Building, 202 North Main Street (1908 - 1911), and later at 420 Equity Building, 107 North C Street (1911 - 1914).[5]

The Muskogee Public Library has supported three branches since its establishment: Westside Branch at West Junior High School; The Edison Branch,

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[2]Oklahoma Library Commission, Oklahoma Libraries 1900 - 1937, A History and Handbook, Oklahoma City, Oklahoma Library Commission, 1937, p. 66-67.

[3]Porter, Cora Case, Muskogee Public Library Annual Reports, 1910 - 1934 and A Brief History of the Library, p. 5.

[4]Ibid., p. 13.

[5]Ibid., p. 11-12.

also in a school building; and the Muskogee Colored Library, which continued as a separate branch until 1972 as the Wheatley Branch Library.[6]

On May 5, 1969, the citizens voted $750,000.00 in bonds with a $465,000.00 Library Services and Construction Act grant to build a new building at 801 West Okmulgee. Open house for this new building was held on April 9, 1972.[7]

On July 1, 1970, Muskogee Public Library became the Service Center for the Eastern Oklahoma District Library, a multi-county library demonstration program. On March 7, 1972, the citizens of Muskogee County voted a 2-mill library support levy for the continued support of public library service in Muskogee and officially became a library member of the Eastern Oklahoma District Library System which includes the following counties: Adair, Cherokee, Delaware, McIntosh, Muskogee, Sequoyah.

B. ORGANIZATION

The Eastern Oklahoma District Library System consists of twelve libraries in six counties which have joined cooperatively to give the best library service at the lowest possible cost. The authority for the creation of the library system is Oklahoma Statutes, Title 65, Article 4, Public Library Systems. Essentially EODLS can be considered a branch of county government, because it receives the bulk of its funding from an ad valorem tax levied by each of the participating counties. However, the Library System owns no physical plant and relies upon the cooperation of individual communities for buildings in which to house its collections and from which to offer its services.

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[6]Oklahoma Library Commission, op. cit., p. 68.

[7]The opening day brochure, April 9, 1972.

The twelve branch libraries of EODLS are located in the following communities:

Adair County	Stilwell
	Westville
Cherokee County	Tahlequah
Delaware County	Grove
	Jay
McIntosh County	Checotah
	Eufaula
Muskogee County	Fort Gibson
	Haskell
	Muskogee
Sequoyah County	Muldrow
	Sallisaw

EODLS is governed by a Board of Trustees appointed in the following manner:

One member is appointed by each Board of County Commissioners.

One member is appointed by the City Council of each community with a population over 2,000 as determined by the U. S. Census.

> Community representatives to the Library System's Board of Trustees may be named as ex-officio members of their local community's Library Board of Trustees.[8]

The EODLS Board of Trustees sets policy, and the EODLS director implements policy and oversees procedure. All Library System employees report to the director and through him to the Library System Board of Trustees.[9]

The Library System maintains administrative offices at the Service Center and is responsible for Technical Services (acquisitions, cataloging, and processing), Interlibrary Loan and Audio-Visual Services, and the Books-By-Mail program.

The Oklahoma Statutes (Municipal Code, Article XXXI) gives authority for the creation of a local Board of Trustees to be appointed by the City Council or Town Board. Since the Muskogee City Council adopted Ordinance Number 1618-A, creating the Muskogee Public Library Board, its powers and functions are specifically stated: "It is the purpose of the Board created herein to serve in an advisory capacity to the Muskogee Public Library and the Muskogee City Council as to matters dealing with the Muskogee Public Library. The Board shall assist the Muskogee Public Library in its relationship with the Muskogee City Council and in the preparation and submission of annual budgets and supplemental requests. The Board shall have the authority and power to disburse as it deems appropriate any monies provided to it from the interest in the Hultquist Fund. The Board shall recommend to the City Council, for enactment, resolutions and ordinances which will be of benefit to the citizens of Muskogee utilizing the Muskogee Public Library."

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[8]Maxwell, Monty, "The Community Library Trustee, a Public Trust," August 13, 1979, p. 1.

[9]Ibid., p. 2.

The Muskogee Public Library Board consists of six members, five of whom serve for three-year non-renewable terms. The sixth member of the Board is a City Council member who is appointed for a term commensurate with his/her unexpired term of office.

The responsibilities delegated to community Library Boards by the Library System are determining the budget for its branch, based upon its allocation; determining the library's hours of operation; and determining its own mission and setting its own priorities.[10]

Staff at Muskogee Public Library are supervised by a librarian-director, with two senior staff members managing Youth Services/Circulation and Reference Services. A system-wide personnel policy and annually revised job descriptions define the responsibility of each staff member.

Oklahoma Public Libraries Goals for '75 recommends three professional librarians for a library serving a population of over 25,000: librarian in charge, reference librarian, and children's librarian. Muskogee Public Library now meets that goal. In addition, one staff member for each 2,500 population should be employed to serve the public. These personnel should include library assistants and clerical and support staff. This would mean that since Muskogee Public Library serves a population of at least 48,265, the staff should number nineteen. Presently there are thirteen full-time employees, including custodial staff. In addition, the 1980-81 budget includes six part-time positions: a security officer, newspaper indexer, circulation clerk, volunteer coordinator, and two work-study students (may be filled by CETA workers). These part-time employees work a total of 90 hours per week or the equivalent of 2½ full-time employees.

The staff shares evening and week-end hours and for the most part, is adequate to maintain sixty hours of operation per week. However, this leaves

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[10] Ibid., p. 3.

little time for staff to take responsibility for special projects, programs, planning, or public relations. To a large extent these responsibilities have fallen upon the director, with the assistance from time to time of the other two professional librarians.

There are two needs if the services of the library are to be expanded: Additional training and incentive to encourage lower level staff to assume responsibility in areas not covered in their job descriptions, or the recruitment of volunteers to assume jobs they are not presently doing.

There is also the possibility, if future funding permits, of employing additional staff to take the load of routine responsibilities now shouldered by professional staff, leaving them free to do more in the areas of outreach projects, programs, expanded reference services, and public relations.

The Library will explore the various alternatives of increasing staff expertise through inservice training such as the Library Technical Assistant program offered through Oklahoma's Televised Instruction System.

C. FINANCIAL SUPPORT

Before the creation of the library system the Muskogee Public Library was a branch of city government and received budget allocations annually from the city of Muskogee. As stated previously, the Eastern Oklahoma District Library System still relies upon individual communities for buildings in which to house libraries.

The most recent contract (1979) between the Library System and the City of Muskogee stipulates that the city provide the "landscaping and maintenance of the library grounds, maintenance and service on the elevator...be responsible for all expenditures in excess of $100.00 per occurrence for damage to the exterior of the building as well as to plate glass windows, parking lots, air conditioning and heating, structure, and structural equipment and fixtures." Further the city provides water,

sewer and garbage services and one-half of the cost of electrical services. The city provides fire and extended coverage insurance on the building and public liability insurance for the building and grounds.

Since the organization of the library system, financial support for staff, materials, equipment and furnishings, supplies, and other expenses has come from a county 2-mill ad valorem levy voted by the taxpayers in 1972. (By state law voters may increase this amount by up to 4 mills.)

Before fiscal year 1979-80 the revenue collected in the six-county system was not allocated by branch, and an annual budget, as a whole, was created by the administration. By the same token, expenditures for the system as a whole were reported, and it was difficult if not impossible to determine just how much was being spent on each branch.

Monty Maxwell, who became director of the Library System in August, 1978, instituted a new system of allocation based, in the case of Muskogee County, upon the following distribution formula:

Individual Branch Allocation	=	Amount Available to the branches (After Central Services are deducted)*	x	% of County Revenue Received	x	% of Population Served

Based upon this formula Muskogee Public Library operated on a budget of $190,544.46, including state aid, during fiscal year 1979-80 and will operate on a budget of $213,299.62 for fiscal year 1980-81. Because Muskogee Public Library, as do all branches of EODLS, benefits from central services including technical services, interlibrary loan and audio-visual services, and Books-by-Mail, these figures do not reflect the total amount spent on this library, and it is difficult to arrive at per capita expenditure.

*In 1979-80 EODLS Central Services took 26% of Muskogee County's ad valorem revenue.

Because the system of bookkeeping previously used does not allow us to make any kind of comparisons or progressions regarding the state of the financial support through the years that Muskogee Public Library has been a part of the Library System, we must project into the future to determine if the library can continue to depend on various sources of income to maintain the present level of service or to increase those services.

State aid to public libraries as a whole has increased drastically during the last two years, and fiscal year 1980-81 will see another $235,000 increase which raises state aid to $.35 per capita, the regional average. However, the Library System first uses this source of funding to bring each library up to a minimum operating level. Any excess is distributed by the above allocation formula among branches, including Muskogee, not receiving supplemental funding.

Other sources of income are non-resident fees, photocopier income, lost book fees, interest on income, donations, and revenue sharing. Grants from sources such as Library Services and Construction Act (LSCA), the Arts Council of Oklahoma, or the Oklahoma Humanities Committee comprise another method of funding special programs and projects. The Library System and the member libraries also apply for foundation grants, but this method of funding has not met with success.

Oklahoma Statutes, Title 65, Chapter 3, Section 61, authorizes county excise boards "to make an annual levy of not to exceed one-half of one mill on all taxable property of the county, which levy shall be in addition to all other levies authorized by law, for the purpose of providing funds to be used to establish, extend, operate, and maintain a county circulating library, and to employ help necessary in connection therewith." This source of income has as yet been untapped by Muskogee Public Library, but the Muskogee County Excise Board has been asked to allocate $10,000.00 for furniture and equipment for the library for fiscal year 1980-81.

Muskogee Public Library is also the recipient of a bequest from a benefactor, Charles C. Hultquist. The estate which he left to the city of Muskogee for the "support, maintenance, additional construction, or repair of the Muskogee Public Library" now amounts to more than $100,000.00, and in 1974 the city council approved a recommendation by the local library board that earnings in excess of that amount be expended for the purposes stipulated in Mr. Hultquist's will. Due to a misinterpretation of the terms of the trust, the board has in the past placed restraints upon itself that have prevented the use of the interest for the library's operating budget. The board will, for the first time, use the earnings from the trust for operating expenses during fiscal year 1980-81.

The largest source of significant funding will continue to be the 2-mill ad valorem tax. If industry increases along the McClellan-Kerr Arkansas River Navigation System, we should see an increase in this source of funding. An additional prospect for increased support from taxes comes from the proposed downtown shopping mall. The Muskogee Phoenix reported on June 29, 1980, "Officials expect the mall to pay more than $500,000 yearly in property taxes." This compares with only $37,000 now being generated in property taxes.

A look at Muskogee County ad valorem revenue for the last eight years (Table 16) indicated that except for one year, there has been no significant increase in county ad valorem revenue when the purchasing power of the dollar is calculated. In fact, the first four years showed an actual decrease in purchasing power. The projected ad valorem revenue for 1980-81 is lower in actual dollar value than that of the previous year.

Inflation is outstripping the ability of the library to maintain its present level of service or to increase salaries, and the Library System is locked into services implemented in the past with little hope for rapid implementation of new services. The Library System needs to make some major changes:

TABLE 16

FINANCIAL SUPPORT OF THE LIBRARY

Fiscal Year	Muskogee County Advalorem Revenue	Increase from Previous Year	Purchasing Power*	Adjusted Increase
1972-73	$146,233.74		$116,694.52	
1973-74	$152,898.10	$ 6,664.36	$114,826.47	-$ 1,868.05
1974-75	$160,183.74	$ 7,285.64	$108,444.38	-$ 6,382.09
1975-76	$167,698.83	$ 7,515.09	$103,973.27	-$ 4,471.11
1976-77	$175,193.91	$ 7,495.08	$102,838.82	-$ 1,134.45
1977-78	$188,755.70	$13,561.79	$104,004.39	$ 1,165.57
1978-79	$242,679.94	$53,924.24	$124,252.12	$20,247.73
1979-80	$281,684.30	$39,004.36	$131,546.56	$ 7,294.44
1980-81	$272,941.00 (projected)			
Average		$19,350.08		$ 2,121.78

*based on 1967=$1.00

1. Increase salaries to competitive levels.

2. Install new and replace outmoded equipment and furnishings.

3. Become quickly responsive to community information needs, implementing programs as required.

4. Increase the percentage of budget spent on materials.

Without increased funding these changes cannot be implemented.

The Library System should consider asking for a county election within two years to increase the library millage.

With prospects of increasing the financial support of the library, not only should inflationary costs of supporting a library be taken into consideration, but plans should also be made to improve resources and services in accordance with the wishes and needs of the residents served.

D. BUILDING RESOURCES

The Muskogee Public Library building, completed in 1972, is located on one of the city's major thoroughfares, in close proximity to other governmental buildings, city, county, and federal, and within walking distance from the civic assembly center, the post office, and the downtown shopping area. It is easily accessible to any resident possessing his own means of transportation such as automobile or bicycle. With the exception of a taxi service and a public transportation system limited to senior citizens, a person would be hard pressed to get to the library by any other means except by foot. Parking poses no problem for library users with space for 108 cars.

There are no signs anywhere in the city that would point a user in the direction of the library; a person would have to ask directions or use a map to find the building. On occasion he would miss the building completely if he were not watching closely, because the sign in front of the building is often overgrown with shrubbery.

The library should attempt to have directional signs installed at various locations in the city.

A proposed $35 million 600,000 square foot shopping mall in a $60 million downtown redevelopment project, when completed in 1984, should bring many people back into the central city. The area, almost six blocks, bounded by Main Street on the east, Sixth Street on the west, Court Street on the South, and Fondulac Street on the north, is within two blocks of Muskogee Public Library.

Muskogee Public Library should capitalize on the increased activity that will likely result from the downtown shopping mall. 1) Through advertising in the mall, shoppers could be made aware of the additional services available nearby at the library. 2) The library should install signs reminding shoppers to visit the library when they are in the vicinity.

Since the building was designed recently, it possesses ease of access for people of all ages and for the handicapped. In addition, the service areas are open, well-lighted, spacious, and attractive. Two major flaws may be noted in the design. One is the open-spaced concept. Sometimes it causes problems with noise level, and because of it, areas of service and materials collections are not clearly defined. However, the advantage of the open-spaced concept is the ability to supervise all areas of the building with a minimum of staff.

Another flaw is the location of the elevator, which allows an individual to leave the building without passing a desk. Theft of materials is facilitated by this arrangement; however, the problem could be alleviated with the installation of a library security system.

When a security officer was employed November, 1979, to work during the library's evening hours, many of the noise and theft problems were eliminated. Because the library was used for many years as an after school and evening "hangout" for inner city youth, their disruptions were keeping many people away, patrons who would have ordinarily used the library during those hours.

The library should continue employing a security officer during the library's evening hours for the safety and well-being of the staff and patrons.

The library should install clearly visible signs in the building to direct patrons to the proper area of service.

It should be pointed out that it is the responsibility of Muskogee Public Library to serve the entire county (approximately 90% of the residents) with the exception of Haskell and Fort Gibson where branch libraries are located. The communities served by Muskogee Public Library are Boynton, Braggs, Council Hill, Oktaha, Porum, Taft, Wainwright, Warner, and Webbers Falls, all within a radius of approximately 33 miles. When the population of a town reaches 2,000 according to the last census count, that town may petition the library system for the establishment of a branch library. The only town now approaching that figure is Warner, but with Connors Junior College Library serving the public in that town, it is not likely that they will seek a branch library.

It is obvious when studying the map of Muskogee County, Table 1, that the location of the Muskogee Public Library in relation to these small

communities is not convenient. In addition, the other two Muskogee County libraries, Haskell and Fort Gibson, are also located in the northern sector of the county. Residents must travel a long distance for library services, or they may use Books-by-Mail, a service which will be discussed later.

Muskogee serves as the basic trading center for the area, and many of the residents no doubt shop here and could utilize library services during shopping trips. The Muskogee Phoenix is the major newspaper in the area, and residents of the satellite communities in Muskogee County are informed of services through that medium. However, very little is known about the life styles and needs of the residents of the other communities served by Muskogee Public Library.

The library must analyze the needs of the residents of the towns in the Muskogee Public Library service area, particularly those who live farthest from the building, to determine the possibilities, other than centralized services in the main building, for providing full-scale library services. One possibility is the proposed In-WATS line which will provide reference service by telephone without the long distance charge.

It is projected that the population of the city of Muskogee alone will reach 67,753 by the year 2000; however, the building is adequate in space to serve a population of over 100,000 according to the American Library Association's minimum standards. As noted previously, the building now houses both the Muskogee Public Library and the Service Center of EODLS.

The Public Library Mission Statement and Its Imperatives for Service stresses, however, that "traditional library buildings should be considered as only one way to deliver library services through a full range of physical and electronic means to the places where people live and work." Considering the wide area that it is Muskogee Public Library's responsibility to serve, it is in that direction that the administration should look before considering new or expanded buildings.

E. MATERIALS COLLECTION

Because the EODLS shelf list was used for the sampling of Muskogee Public Library's book collection, only 537 of the 600 titles sampled were owned by this library. The remainder were titles owned by other branch libraries in the system.

1. Size. There is no accurate figure for the number of books in the Muskogee Public Library collection. Two years ago an estimate was made of the size of the collection by measuring the cards in the shelf list. Using that figure and adding acquisitions of the last two years, it is estimated that the book collection, including juvenile, adult, and reference, is over 100,000. Lost and missing volumes have not been withdrawn systematically over the years, and it is assumed that the shelf list and the card catalog contain many titles that are no longer a part of the collection.

In addition to books, patrons may borrow magazines, newspapers, pamphlets, government documents, phonograph records, cassettes, filmstrips, 8mm and 16mm films, sculpture, framed art prints, posters, and educational toys. Projection equipment available for loan includes 16mm projectors, filmstrip projectors, slide projectors, cassette player-recorders, opaque projector, and overhead projector. Table 17 shows the approximate number of items owned by type.

The Library System recommends that 17% of the library's total budget be spent on materials, and during last fiscal year almost $43,000.00 was allocated to materials.

2. Age of book collection. Neither the adult nor the juvenile collection is particularly current. The median publication date for the adult collection is 1963 and for the juvenile, 1964. This indicates a significant number of books may be out of date. See Table 18, Age of Collection.

TABLE 17

INVENTORY OF ITEMS OWNED BY TYPE, 1980

TYPE OF MATERIAL	ADDED DURING YEAR	APPR. NO. OWNED
Books (volumes)	4,679	101,869
Bound Periodicals		
volumes		3,138
titles		105
Current Periodical Subscriptions		
magazines		141
newspapers		15
Microforms (Titles)		
periodicals	6	272
titles other than periodicals	3	16
LP Phonograph Records	88	2,014
Cassettes	62	262
Filmstrips	32	32
Super 8mm sound films	3	3
Art Prints	17	117
Educational toys		65
Sculpture		20
Posters		210
Government Documents	688	3,450
Vertical File	55	2,930
TYPE OF EQUIPMENT		
16mm film projectors		3
Filmstrip projectors		3
Overhead projector		1
Cassette Player/Recorders		8
Reel to Reel Tape Recorder		1
Record Players		7
Microfilm Readers	1	5
Microfiche Readers		4
Microfilm Printer		1
Microfiche Printer	1	1
Screen		3

TABLE 18

AGE OF COLLECTION

	ADULT			JUVENILE		
Year	# of Titles	% of Collection	Cum. %	# of Titles	% of Collection	Cum. %
1979	5	1.3		3	2.1	
1978	12	3.1	4.3	13	8.9	11.0
1977	13	3.3	7.7	8	5.5	16.4
1976	12	3.1	10.7	3	2.1	18.5
1975	10	2.6	13.3	4	2.7	21.2
1974-70	45	11.5	24.8	27	18.5	39.7
1969-65	80	20.5	45.2	19	13.0	52.7
1964-60	66	16.9	62.1	31	21.2	73.9
1959-55	35	9.0	71.0	16	11.0	84.9
1954-50	15	3.8	74.9	12	8.2	93.1
1949-45	15	3.8	78.7	1	.7	93.8
1944-40	17	4.3	83.0	5	3.4	97.2
pre 1940	59	15.1	98.1	4	2.7	99.9*
no date	7	1.8	99.9*			
TOTAL	391			146		

*rounding error

3. Usage of book collection. Circulation systems used by the library during the last ten years did not leave a circulation date in each book that was checked out. Therefore, the library staff began marking books that have circulated in January, 1979, and this survey on use is only valid for the eighteen months between January, 1979, and June, 1980. During this period 27.4% of the adult books and 59.6% of the juvenile books in the sample were checked out. The combined percentage is 43.5%. However, the percentage of books circulated is higher when we consider that only 434 of the 537 books in the sample could be located. See Table 19, Circulation.

Almost one-half (46.6%) of all books circulated were published since 1970, but only 32.3% of the collection has a 1970-plus copyright date. It appears that people do prefer to read newer books, and considerable shelf space is being taken by out-of-date and unused books.

Unused books on the shelf cost staff time in shelf reading. In addition, patrons find it difficult to locate the material they need when they must shuffle through outdated books that have lost their usefulness.

The library should do extensive weeding of the unused books, particularly in the adult collection, within 1 year. Weeding should then be done on an annual basis.

4. Composition of collection. Table 20 shows the relationship between the types of books in the collection - fiction, nonfiction, and biography - and what is actually checked out. Although only 31.4% of the adult collection is fiction, 40.2% of adult book circulation is fiction. All other ratios appear to be closely related.

The library should order more fiction in the future to bring the owned vs. read ratio closer. This could be done by budgeting a specific amount for fiction and nonfiction.

Table 19

CIRCULATION

	ADULT				JUVENILE			
Year	# of Titles	# Circ.	% Circ. 1979/80	Cum. %	# of Titles	# Circ.	% Circ. 1979/80	Cum. %
1979	5	3	2.8		3	3	3.4	
1978	12	8	7.5	10.3	13	12	13.8	17.2
1977	13	2	1.9	12.2	8	7	8.0	25.3
1976	12	4	3.7	15.9	3	3	3.4	28.7
1975	10	6	5.6	21.5	4	1	1.1	29.9
1974-70	45	24	22.4	43.9	27	17	19.5	49.4
1969-65	80	24	22.4	66.3	19	12	13.8	63.2
1964-60	66	18	16.8	83.1	31	19	21.8	85.0
1959-55	35	7	6.5	89.7	16	7	8.0	93.1
1954-50	15	3	2.8	92.5	12	3	3.4	96.5
1949-45	15	1	.9	93.4=	1	0	.0	
1944-40	17	3	2.8	96.2	5	2	2.3	98.8
pre 1940	59	4	3.7	100.0	4	1	1.1	99.9*
no date	7	0	0					
TOTAL	391	107			146	87		

27.4 % Circulated in 1979-80

59.6 % Circulated in 1979-80

*rounding error

Table 20

COMPOSITION OF COLLECTION

Relationship between type of book owned and what is actually checked out.

ADULT

Type of Book	# of Books	% Owned	# Circ.	% Circ.
F	123	31.4	43	40.2
NF	247	63.1	60	56.1
B	21	5.3	4	3.7
TOTAL	391	99.8*	107	100.0

JUVENILE

Type of Book	# of Books	% Owned	# Circ.	% Circ.
F	40	27.4	25	23.7
NF	69	47.3	42	48.3
E	28	19.2	17	19.5
B	9	6.2	3	3.4
TOTAL	146	100.1	87	99.9*

*Rounding Error

5. Availability. Of all books sampled, 25.1% could not be located on the shelves, in circulation files, or in overdue files, and 9.4% of the books were not owned by Muskogee Public Library. Those books which are not in the Muskogee collection are color coded on the title card in the card catalog.

Difficulty in locating books listed in the card catalog is a source of frustration to patrons.

After withdrawing dated and unused books from the collection, the library should take a complete inventory of the book collection, and titles no longer in the collection should be removed from the card catalog. An inventory should be taken at least every 5 years thereafter.

CHAPTER V

LIBRARY SERVICES

A. HOURS OF OPERATION

Until the Muskogee Public Library Board cut hours at its June, 1980, meeting, the library opened a total of 63 hours per week from September through May and included seven days of operation. In an effort to cut down on energy usage, Sunday hours were eliminated year round, and the library is now open a total of 60 hours per week, the minimum required for a city of Muskogee's size in the Oklahoma Department of Library's Standards for State Aid Grants to Public Libraries. Table 21 shows current library hours of operation.

B. CIRCULATION

1. Rate and trends. Tables 22 and 23 show three distinct peak months of total average circulation, 1971-1979: June (11,711), July (11,336), and March (11,067). Months of lowest average circulation are December (7,253), September (8,552), and November (8,833). There is a variation of 38.54% from the lowest to the highest monthly average circulation. No separate adult and juvenile circulation records are available for those years.

The high and low circulation months at Muskogee Public Library are fairly typical of other public libraries. Peak summer months are due to summer library programs for children and summer leisure enjoyed by students and adults. The sudden upsurge that begins in January and continues through March appears to be related to science fair projects and term paper assignments.

Except for December when the Christmas holidays seem to occupy the public's leisure time, the fall drop is rather difficult to explain. School, sports,

TABLE 21

Hours of Operation

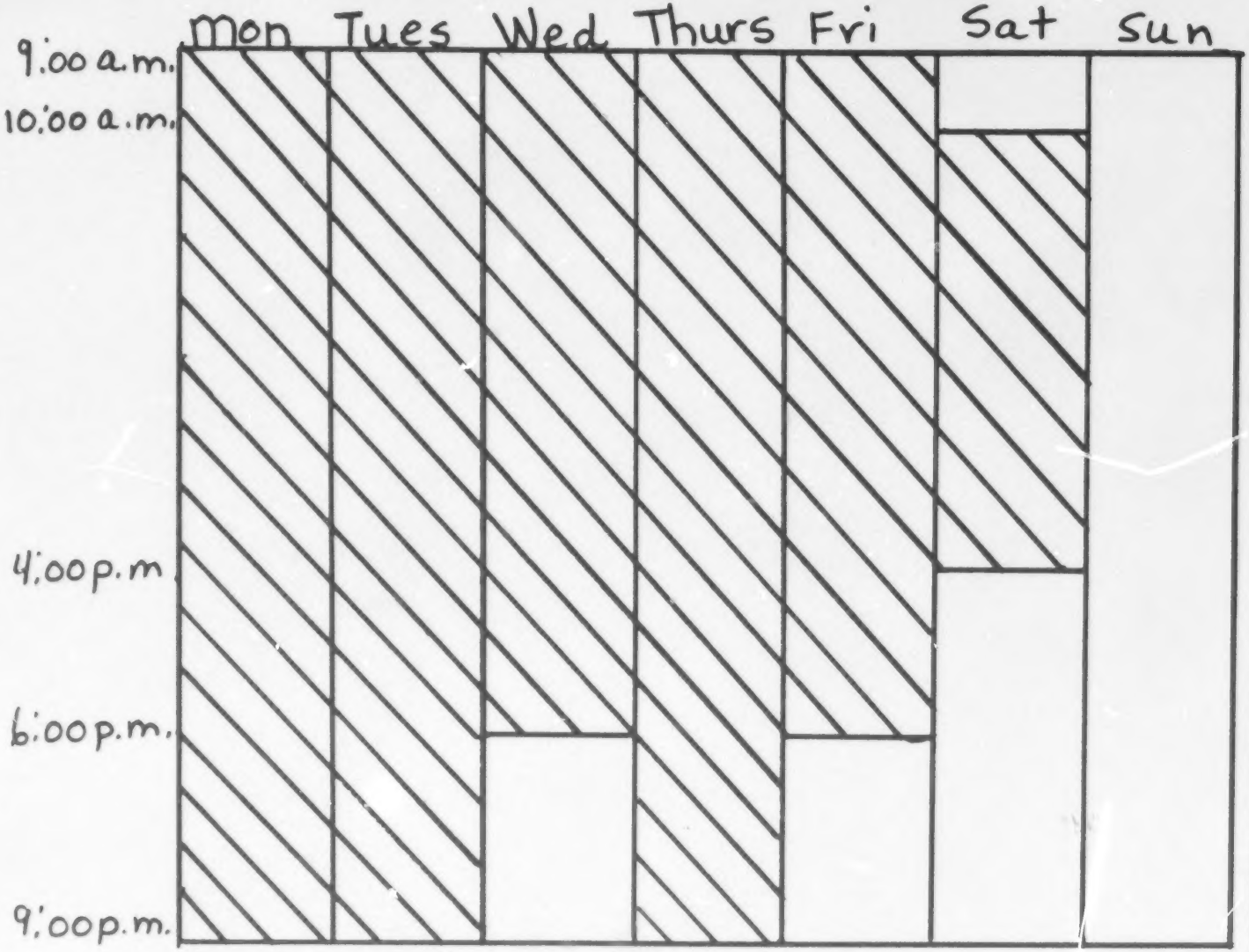


TABLE 22

MUSKOGEE PUBLIC LIBRARY

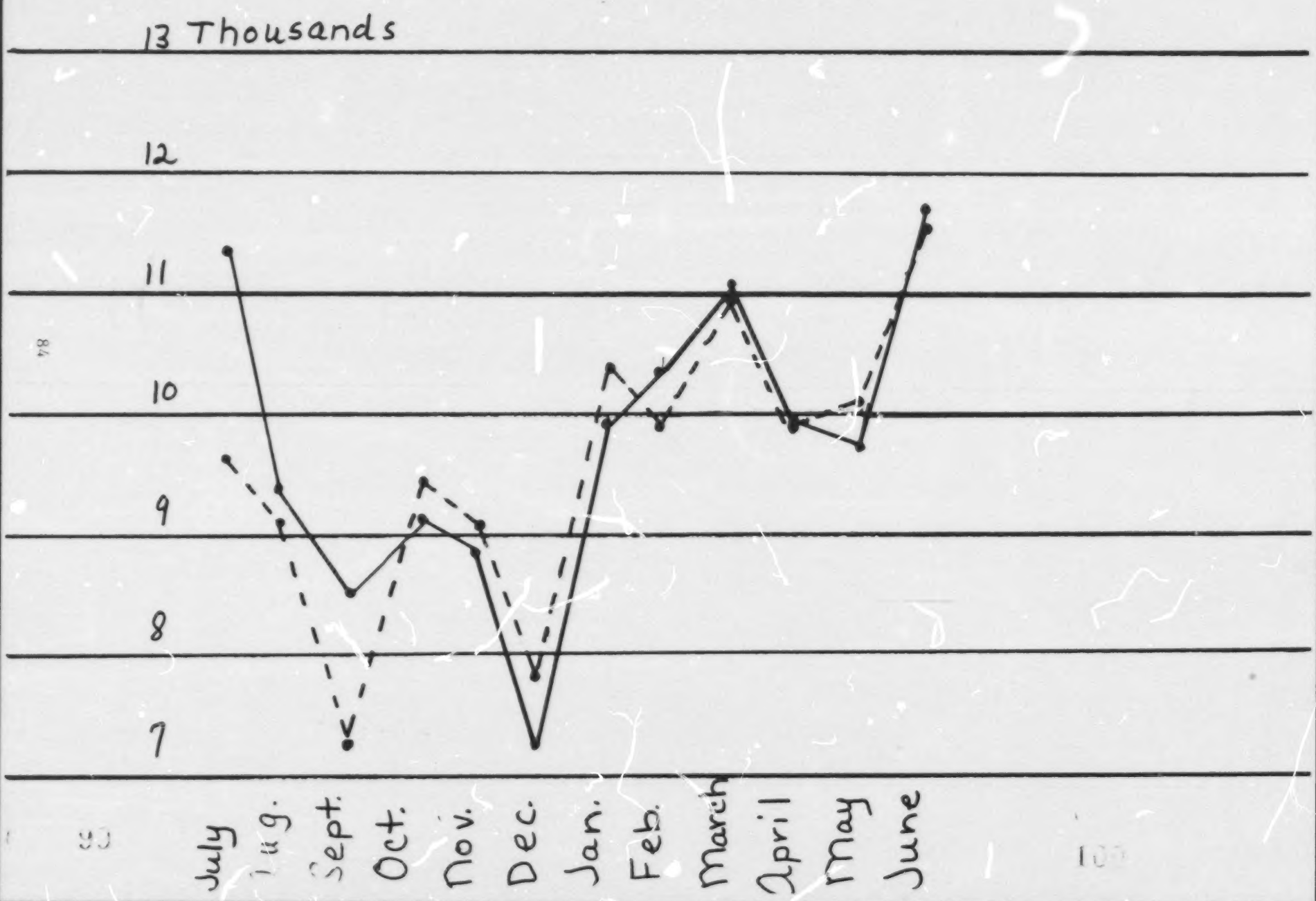
MONTHLY CIRCULATION STATISTICS FOR FISCAL YEARS 1971 -1980

MONTH	1971-72	1972-73	1973-74	1974-75	1975-76	1976-77	1977-78	1978-79	AVERAGE	1979-80
July	11,379	14,031	13,351	11,450	10,439	8,946	9,059	11,940	11,336	9,696
August	8,072	12,591	8,944	9,064	8,437	8,338	8,197	10,767	9,338	9,198
September	8,679	9,084	8,815	8,377	8,134	7,090	8,283	9,960	8,552	7,269
October	8,016	10,305	8,157	9,554	8,725	8,459	9,582	10,722	9,190	9,479
November	7,181	10,281	8,588	9,634	7,496	8,191	9,042	10,252	8,833	9,129
December	6,973	6,773	7,031	7,781	7,016	6,767	7,549	8,141	7,253	7,851
January	8,662	12,656	10,621	11,433	9,193	8,281	8,579	9,826	9,906	10,332
February	8,502	10,555	9,573	11,162	9,754	9,019	11,363	12,609	10,317	9,910
March	7,208	12,234	11,191	11,735	10,349	11,108	11,707	13,010	11,067	10,977
April	11,651	9,608	10,510	9,866	8,248	8,519	10,851	10,716	9,996	9,931
May	9,664	10,798	10,097	9,641	8,476	7,926	10,913	10,457	9,746	10,191
June	14,212	12,562	11,419	10,569	10,340	9,621	12,375	12,590	11,711	12,226
TOTAL	110,317	131,778	118,297	120,266	106,607	102,265	117,500	130,990	117,252	116,189

TABLE 23

AVERAGE MONTHLY CIRCULATION, 1971 - 1979

- - - - -1979 - 1980 FISCAL YEAR MONTHLY CIRCULATION



and club activities are in full gear, and observation indicates that school assignments are not.

A look at fiscal year 1979-80 indicates that monthly circulation trends are approximately the same as the average for 1971-1979. The average total circulation for those eight years is 117,252 and for fiscal year 79-80, 116,189.

There were two peak years: 1972-73 and 1978-79. See Table 24. The high figures for 1972-73 may be attributed to publicity resulting from the move into a new building and the two-mill levy vote by county residents which enabled Muskogee Public Library to join the Library System. The consistently high circulation figures in 1978-79 may have resulted from the clerical error of inclusion of reference statistics in the circulation figures.

One must keep in mind that circulation figures were not uniformly kept since 1971.

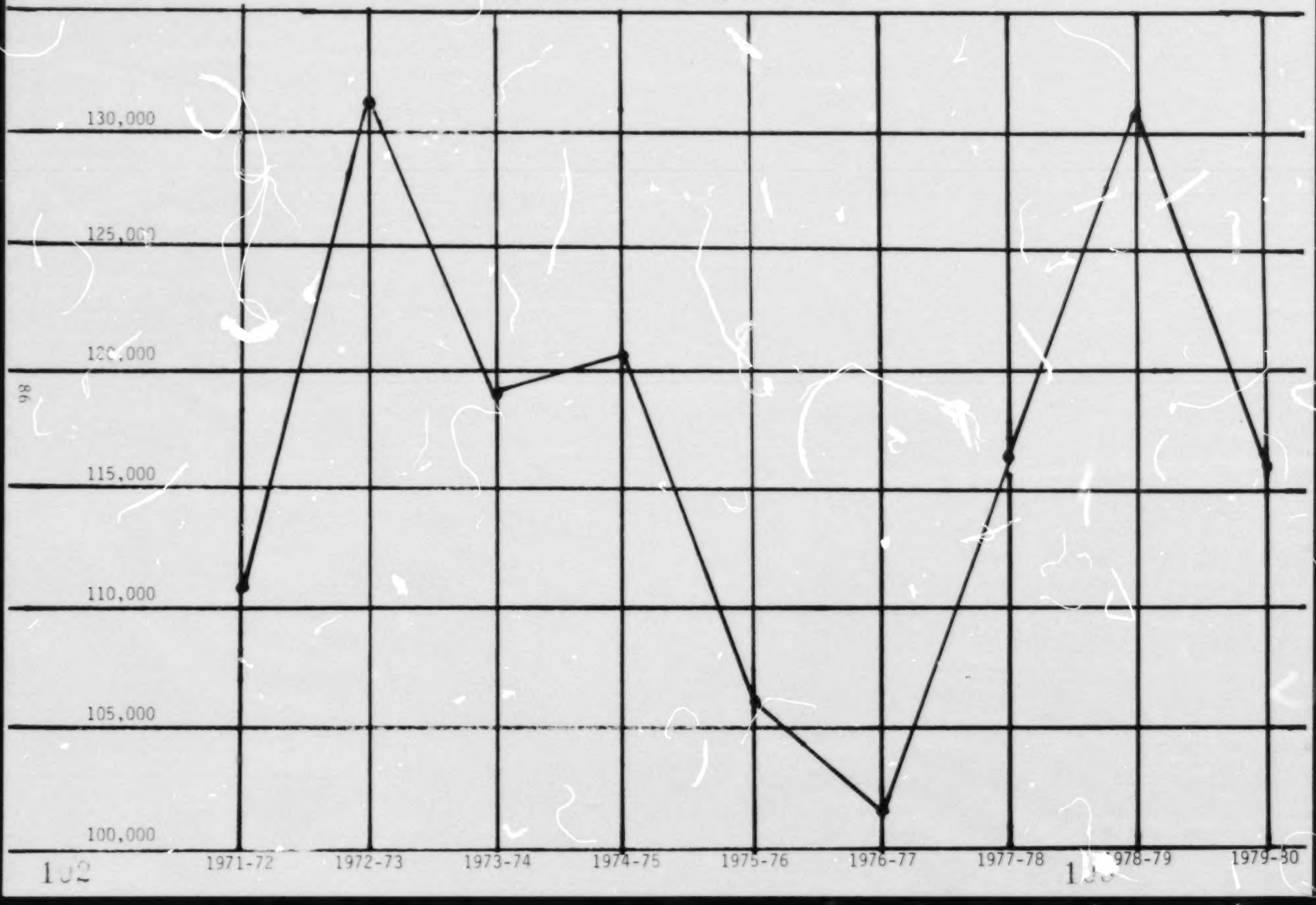
In the future accurate records must be kept and the same items counted in order to make valid comparisons in a circulation analysis.

2. Circulation Control System. The circulation control system being used by the library is the Brodart Sysdac Mark III, which claims it is the only "circulation control system you will need between now and the computer." A plastic borrower's card with the patron's name, address, telephone number, and patron number embossed on it is inserted into the card holder of the machine. A date due plate corresponding with the 3-week loan period is inserted into the date drum each Wednesday. When the book card is inserted into the book card guide, the unit prints the borrower's information and date due on a pressure sensitive label which adheres to the card, along with a perforated date due tab which is affixed to the book pocket. Book cards are then filed in shelf list order by due date.

TABLE 24

MUSKOGEE PUBLIC LIBRARY

ANNUAL CIRCULATION FIGURES, 1971 - 1980



When the book is returned, the book card is pulled from the date-due book card file and the Sysdac tape is removed. The Sysdac date-due tab is removed from the book pocket, and the book card is returned to the pocket.

Advantages of the system are confidentiality of the borrower's identity once the pressure sensitive label is removed and the elimination of the necessity of referring to a borrowers' registration file while pursuing overdues. Book cards are not consumed with borrower information, and there is no necessity for date due slips in books.

Drawbacks to the system include the fact that it is unwieldy in handling a large volume of circulation because it necessitates manual filing and slipping of book cards. It does not provide fast circulation/inventory control, and searching for the location or due date of an item which can't be found on the shelf is a slow, tedious process. Handling overdues necessitates long hours of typing bills. Delinquent patrons can only be identified by checking an occurrence list or file.

Since March, 1978, the Library System has been cataloging materials on OCLC, Inc., an on-line union catalog that provides shared cataloging for almost 2,000 libraries across the nation as well as interlibrary loan, serials control, and acquisitions subsystems. Retrospective cataloging was not done for materials already in the collection because of the additional expense involved in conversion. The theory that 90% of the demand is met with 10% of the collection was also instrumental in the decision to catalog only currently acquired materials on the system. Unless retrospective cataloging is done after the collection is thoroughly weeded, an automated circulation system interfaced with OCLC will not provide for inventory control of the entire collection.

Nevertheless, it appears that when OCLC, Inc. markets an automated circulation control system, which the company is currently developing in-house, this would be the most feasible approach to automation. The system would utilize a circulation control terminal that would integrate with the

OCLC shared cataloging subsystem. Initially this system would be centralized, operating from Columbus, Ohio.

The OCLC circulation control system would require no input of bibliographic records already on OCLC; it would only require keying in patron information. The system would charge books, provide a record of a patron's charged out materials and withhold privileges from delinquent borrowers, and it would identify the location of every item cataloged on OCLC. Ideally, it could call up overdue items, calculate bills, and with a printer, could print overdue notices. It could also discharge returned materials, flag reserves, and signal high demand items for additional purchasing. Since the OCLC circulation system is only in the first stages of development, all of its features are yet unknown.

A fast, efficient, and accurate automated circulation control system should take priority in library planning during the next few years.

3. Overdue policy. The Library System imposes no overdue fines. If the overdue materials are not returned within three weeks after the due date, a bill is mailed. It consists of a non-refundable processing fee and the replacement cost which is refundable only for six months. When an overdue item is returned before payment of a bill, all fees are cancelled. Until materials are returned, borrowing privileges are cancelled; in reality, unless all borrowers are closely checked against an occurrence file for overdues and lost books, this policy does not work.

When the current circulation policy was adopted in 1979, it provided that patrons with bills in excess of $50.00 (including processing and replacement fees) will be notified that the matter will be turned over to the District Attorney for prosecution if materials are not returned within a week. Since that policy went into effect, Muskogee Public Library has referred four borrowers to the District Attorney's office or informed them that it would be done. In three out of the four cases all materials except for one book have been returned.

During fiscal year 1979-80, 1,416 items were not returned for a total cost of $13,902.30 in replacement cost and processing fees. Unreturned materials include approximately .6% of adult fiction that was circulated, 1.7% of adult nonfiction, and 1.3% of juvenile books. Phonograph records showed a rate of 3.5% unreturned of the total number circulated.

The percentages quoted do not appear to be excessively high for materials loss. Since the more stringent circulation policy went into effect during the last fiscal year, it is still too early to tell if it will have the desired effect of reducing materials loss.

The library will monitor the unreturned rate for a number of years to determine if a stringent circulation policy does reduce book loss.

C. REGISTRATION

Residents of the six counties in the Eastern Oklahoma District Library System may register for a library card at any of the twelve libraries in the system. Once a person has registered at one of the libraries, he/she may borrow materials at any of the branches without re-registering. Borrowing privileges are also extended to non-residents who pay an annual fee of $15.00 per family, and to persons who reside in another library system with which EODLS has a reciprocal borrowing agreement. (Only Choctaw Nation Multi-County Library System has formally signed such an agreement).

Only one registration form is filled out per family, with each member of the family indicated on the form. Children under eighteen must be accompanied by parent or guardian. Each registered member of the family is issued an individual borrower's card which includes a patron number. Institutions may also obtain borrowing privileges when the chief fiscal officer completes and signs an Institutional Borrowing Agreement.

Approximately 17,280 persons were registered when the registration card sampling was done in April, 1980. Using an approximate population figure of 48,265 as the number of persons in the city of Muskogee and other Muskogee County communities served by Muskogee Public Library, it can be estimated that 35.8% of the population in the service area are registered.

Martha Hale reported in her Public Libraries article, Summer, 1978, "Research in Action," that "if the census profile of the community strongly resembles the charactistics of the typical library user, * it is likely that the local public library will be used by more than the national average of 25-35% of the service area population. On the other hand, if the community is characterized by an annual income level of $8,000 - $10,000, an educational level of elementary to high school, and a preponderance of blue collar occupations, its local public library must be applauded for reaching the national average."

The study of population characteristics indicated that the city of Muskogee falls below the state and national median in income level, residents have completed a median of 12.0 years of school, and in 1970 the city had a preponderance of white collar and professional workers. Based upon population and demographic statistics that are available, we can conclude that the library is slightly above the national average if we consider registered individuals library users.

"Lifestyles of Library Users and Nonusers," part of a study done by the Leo Burnett Advertising Agency of Chicago and published by the University of Illinois Graduate School of Library Science, defines a heavy user as "a person who uses the library 12 or more times a year; a moderate user, 1 to 11 times a year." How many of the 17,280 registered people in the service area are moderate or heavy users and how many individuals use the library without registering are two questions that can't be answered in this study, because statistics are not available.

*The typical library user: A relatively young, college educated, middle- to upper income, white collar or professional person, with school age children, who lives close to the library.

Four hundred registration cards were sampled for this study. It indicated that 66.3% of all registrants are adult (18 and over), and 59.3% of the total sample are female. An overwhelming 65.8% of the sample live in the city of Muskogee. Nineteen percent of the sample showed post office boxes, so their place of residence could not be determined.

Seventeen towns other than the city of Muskogee were represented in the sample, and registrants from these towns made up 15.2% of the total sample. Only six of the nine towns in the Muskogee Public Library service area showed up in the sample: Boynton, Braggs, Oktaha, Porum, Taft, and Warner, and registrants from these six towns make up 6% of the total sample. The estimated population of the nine towns is 4,850, approximately 10% of the total service area population of 48,265.

Table 25 shows towns represented in the registration sample with number of registrants from each location and percentage of total sample.

D. REFERENCE AND INFORMATION SERVICES

Until October, 1979, when a reference librarian was employed for Muskogee Public Library, the Library System's interlibrary loan coordinator was in charge of reference services, with assistance from two other employees. The reference staff now consists of a professional librarian, two reference assistants, and the director of Muskogee Public Library, who spends approximately 25% of her time as a reference librarian. The reference department handles an active telephone reference service and has at least one person available at the public reference desk every hour the library is open.

The reference department also functions in the capacity of "reader's service" and answers all inquiries, both walk-in and telephone, relating to the adult fiction and nonfiction collections, serials, local history and genealogy, and government documents. A small business reference collection contains materials such as corporation and manufacturers directories, telephone and city directories, and civil service examination books. In

TABLE 25
TOWNS REPRESENTED IN REGISTRATION SAMPLE

TOWN	NO. OF REGISTRANTS	% OF REGISTRANTS
*Boynton	1	.2
*Braggs	1	.2
Broken Arrow (Wagoner County)	1	.2
Checotah (McIntosh County)	1	.2
*Council Hill	0	.0
Coweta (Wagoner County)	1	.2
Eufaula (McIntosh County)	3	.8
Ft. Gibson (Muskogee County; branch library location)	14	3.5
Gore (Sequoyah County)	2	.5
Haskell (Muskogee County; branch library location)	1	.2
Muskogee	263	65.8
Okay (Wagoner County)	2	.5
*Oktaha	8	2.0
Porter (Wagoner County)	4	1.0
*Porum	2	.5
Stigler (Haskell County)	1	.2
*Taft	2	.5
Tahlequah (Cherokee County)	7	1.8
*Wainwright	0	.0
*Warner	10	2.5
*Webbers Falls	0	.0
Post office boxes	76	19.0

*Muskogee Public Library Service Area

Another area which must be resolved is the problem of supervision. Will responsibility for the central reference staff remain with the librarian (director) of Muskogee Public Library, or will these employees be supervised by a member of the Library System's central services staff?

The library should monitor statistics for significant increases in reference service outside the Muskogee Public Library service area.

Staffing and supervision problems must be resolved in order for the central reference service for the Library System to function smoothly and in order for Muskogee Public Library to retain its own identity, responding to needs of the residents in its own service area.

E. PROGRAMS

1. Adult. Since the Friends of the Library organized in the spring of 1977, they have sponsored a monthly noon program called "Sandwiched In." Ordinarily persons from the community present book reviews, but other programs have included a woodwind quintet, a choral group, and a travelogue. The Friends provide lunch for a small price, they plan the programs, and they publicize them.

The Friends are primarily involved with the "Sandwiched In" program, but they also cosponsor the library's annual benefit rummage sale and other special programs such as autograph parties and exhibits, which need the support of another organization.

The Friends organization has had a definite impact on improvement of library-community relations and on providing library programs and publicity. They should be encouraged to continue their relationship with Muskogee Public Library.

addition, the reference staff maintains a collection dealing primarily with tax laws and accounting for local CPA's.

The Grant Foreman local history room, also maintained by reference staff, is set aside for works dealing with state and local history as well as a small genealogy collection. Staff orders census microfilm for genealogists for a small fee covering labels and postage. Many valuable photographs, letters, manuscripts, club minutes, and other items of local interest have never been inventoried, indexed, and preserved. Some rare and out-of-print books are in need of rebinding and recataloging.

The Muskogee Public Library Board should consider allocating Hultquist trust funds for the preservation of local history archives in the Grant Foreman Room.

In January, 1978, Information and Referral (Community Information Center) was added to the reference services offered by Muskogee Public Library. The I&R service offers information on local churches, organizations, human service agencies, and speakers, and refers callers to the appropriate source of assistance, local, state, or national. Information for the library's file is gathered from direct contacts, newspaper articles, and other sources, such as flyers, newsletters, and annual reports. Inquiries are handled at the reference desk, and calls are answered by the reference staff.

The I&R service has the potential of offering unique and valuable assistance to the entire community; however, it has not reached that potential, because it is relatively unknown. There has been an attempt to tie it in with the United Way headquarters to help that agency determine if there are needs not being met by local agencies. The library requested advertising funding from the United Way Allocations Committee. However, it was turned down with the following recommendation: "The Muskogee Public Library appears to have enough staff to properly maintain the Information and Referral Service. They could use direct telephone service. It is felt this service should be promoted

as a library service, just as the use of other library services are advertised. For that reason, committee members did not feel it appropriate to fund a special advertising budget for Information and Referral with United Way monies." The allocations committee further suggested installing a 24-hour telephone answering device and asking the telephone company to include the I&R number in the list of emergency numbers on the front inside cover of the telephone directory.

If the library is serious about continuing or expanding I&R service to the community, 1) a commitment must be made upon the part of the reference staff, 2) advertising funding must be included in the budget, and 3) the program should receive a high order of priority in staff time and in funding.

The Library System has accepted an LSCA grant from the Oklahoma Department of Libraries to establish a centralized reference service for the System. The reference collection will be expanded to include more indexes, abstracts, and other bibliographic reference tools, and an online information retrieval service. An additional OCLC terminal and printer will enable the staff to use the interlibrary loan subsystem full time, reducing the waiting period for interlibrary loan. A delivery vehicle will enable central services staff to visit branches and deliver materials on a regular basis, and an In-WATS line will permit branch librarians as well as the general public in the entire EODLS service area to call in their reference questions.

The grant does not provide for additional staff to perform these services. It would be the responsibility of the Muskogee Public Library reference staff. Therefore, if there is a greater demand placed upon them to provide centralized reference service, the Library System must consider providing funding for additional employees. Muskogee Public Library will benefit from an improved reference service capability and an In-WATS line for those persons in the service area who must now call long distance for information, but may suffer if the staff is strained to the point that they cannot keep up with local responsibilities.

Since past experience has indicated that programs cosponsored by local organizations generally fare better than those sponsored by the library alone, an attempt is always made to find a cosponsor. The Foreign Policy Association's "Great Decisions" annual series is such a program, having been cosponsored by the American Association of University Women, Muskogee Round Table, League of Women Voters, and Women's History Club.

For two years a group of interested individuals have formed a book discussion group, using materials supplied by the Great Books Foundation or the American Institute of Discussion. Although this program functions independently, it requires staff coordination in providing publicity, ordering materials, and providing a meeting room.

The rationale for library-sponsored programs is not clear. Are they presented in order to encourage greater use of library materials, or is a program another way of providing information to the public? In either case, most of the library programs sponsored for adults appeal to a select group of educated, middle class people, who, for the most part, already use the library.

The library should consider sponsoring adult programs that appeal to a greater range of people and interests than are currently involved.

Many local clubs and agencies make use of library meeting rooms and the conference room for their meetings and programs. This is a service that is provided without charge to organizations that qualify under the meeting room policy. It remains to be determined whether the library better serves the public by providing facilities for gatherings and acting as facilitator of programs for organizations, or by sponsoring its own programs.

There is a definite need among the many Muskogee organizations for assistance in program planning, and the library staff already provides that service to some extent.

A decision needs to be made as to whether staff energies should go into planning library-sponsored programs or assisting others in planning their programs.

2. Juvenile. The Youth Services staff provides an active program for children from preschool through elementary grades. A series of "story times" is held at least three times each year in the fall, the spring, and the summer. These "story times" are even extended to toddlers at two years of age.

In addition to providing public "story times," the staff gives programs regularly to day care centers, Headstart, Special Education groups, and private schools, both in the library and in the schools.

The summer library program sponsored by the Oklahoma Department of Libraries Children's Services Division is probably the high point of the year as far as elementary school activities are concerned. Except for a Saturday movie program and numerous class visits to the library during the school year, concentration on encouraging reading centers on the summer program. In addition to weekly films, the staff provides activities on the theme selected for the summer program.

On the basis of increased juvenile circulation, we can ascertain that the summer library program activities do encourage use of the library by children during the summer.

The library should continue to participate in the summer library program sponsored by the Oklahoma Department of Libraries.

Following an aborted teen-age center project, there have been no planned activities for adolescents in junior high or high school. The recreation

survey previously discussed indicated that the community does not offer much for persons in this age group.*

If the youth services staff can be increased in the future, the library should give some attention to this often neglected group.

3. Public Relations. A special feature on KBIX Radio called "The Library Corner" provides weekly book reviews. The Muskogee Phoenix also prints a weekly review by a library staff member.

A sound-slide program familiarizing the public with the services and resources offered by the library has been produced, and local organizations have been contacted to schedule this program for one of their meetings, with some response.

The library should continue to seek invitations to provide the sound-slide program or speakers to groups in order to increase its influence and visibility in the community.

F. SPECIAL SERVICES

1. Literacy Council. Muskogee Public Library has coordinated the community adult literacy program since 1977 when the library and the Oklahoma Department of Human Services (then called DISRS) cosponsored a workshop for literacy volunteer tutors. Since 1978 when the library received an LSCA grant from the Oklahoma Department of Libraries, a volunteer coordinator has been employed on a part-time basis to keep the program alive, first with

*In fact, a letter to the editor of the Muskogee Phoenix, dated July 29, 1980, from a mother of teen-agers voiced a problem recognized by many other residents. Many teen-agers have nothing to do in the evening but "go from one parking lot to another."

grant money and when that ran out, with library funds. Currently there are thirty-nine trained tutors with seventeen presently available to tutor, and there are fourteen adults being tutored. Fifteen of the tutors have been given National Affiliation for Literacy Advance Senior Tutoring Certification which recognizes these tutors as having completed a twelve hour training session and tutored one or more students for at least forty hours.

In the section of this study which discussed years of school completed, statistics showed that 1-plus percent of the population in 1970 had no education and nearly 29% had completed only through the eighth grade. This would help to explain why the adult literacy program has met with such enthusiasm. In recent years there have been Chinese, Vietnamese, and other persons of a foreign national origin who have sought out the literacy program for assistance in learning the English language.

The library should continue to serve those with a literacy problem or an English language problem as long as there is a demand for this service which can be met by available literacy volunteer tutors.

In addition the library should continue to meet the demand generated by this program for general basic education and vocational education materials.

2. Hospital Book Cart. Volunteers also staff a hospital book cart. In cooperation with the library, Friends of the Library, and the Muskogee General Hospital Auxiliary, a local organization called Muskogee New Friends supplies twelve volunteers who spend approximately twenty-five hours per week taking a cart supplied with magazines and books around the hospital wards. The library supplies books for this service which is jointly supervised by the library volunteer coordinator and the hospital volunteer coordinator.

3. Other volunteer activities. Volunteers work with the Youth Services staff on children's programs, they provide displays for the library, they donate art work for library flyers and other publicity materials, and consideration is now being given to training volunteers to substitute during staff absences and to supplement staff during busy seasons.

Because the volunteers have enabled the library to offer services which would not be possible without them, it is recommended that a volunteer coordinator be hired on a contractual basis each year, as has been done in the past.

4. Nursing Homes. Two staff members presently provide mobile library services to seven Muskogee Nursing homes. Residents check out large print books, other books from the library collection, and magazines. Approximately 200 items are checked out biweekly when the visits are made. A Touch Turner page turning device, donated by the local women realtors, is also available on loan to nursing home patients. The nursing home stops were the only bookmobile services that were not discontinued in 1979, because circulation statistics indicated that there was a demand for regular visits.

This is an outreach program that should be continued using library staff or volunteers.

5. Books-by-Mail. Because rural bookmobile service was discontinued in 1978, the Books-by-Mail service was made available to all the rural route boxholders in the six counties of the Eastern Oklahoma District Library System. All of the residents of the towns in the Muskogee Public Library service area outside the city limits are eligible to receive the book catalog offering approximately 800 new titles in paperback format each year. Rural residents list the titles they select on a postage paid card provided in the catalog. The books are mailed in a book bag on a three week loan, then returned in the same bag with a label and postage

supplied by the Library System. Patrons of the mail order service may request any title not offered in the catalog from the system's branch library nearest to them. Popularity of the program continues to be high among rural residents in Muskogee County.

In the future the library should give more attention to patron requests for specific types of material when book selection is being done and should order more copies of potentially popular titles to avoid long delays in mailing the material requested.

6. Audio-Visual. The library loans 16mm films to schools, clubs, agencies, and any other groups in the community. The only fee is $.75 per reel charged to help defray mailing expenses. The Oklahoma Department of Libraries provides a continually rotating packet of films to the Library System, and these are centrally booked at the System's headquarters. In addition, groups may book feature films and other films which are not circulating in a packet directly from the Department of Libraries.

The Library System has its own collection of filmstrips and is just beginning a collection of Super 8mm sound films, which will be loaned to individuals as well as to organizations.

Audio-visual equipment is loaned with the materials.

The library should continue to expand its collection of highly demanded audio-visual materials and equipment and should study extending its services to other media such as video cassette.

7. Reserve and Interlibrary Loan. The library offers reservation service for books in the collection currently checked out and for books which are on order. Sometimes there is a long waiting list for a popular title which has appeared in book stores and best seller lists. The Library

System is working on a plan to speed up the delivery of popular titles by subscribing to a service such as Baker and Taylor's "Booking Ahead," based upon automatic shipment of books sixty days before their publication. The library would select categories of books based on library user profiles.

An informal survey conducted by a library board member indicated that a source of displeasure to the public is the lack of information on or access to new books.

Muskogee Public Library should pursue a plan to make high demand materials accessible to the public as soon as they appear in reviews and in book stores.

An interlibrary loan network in the state of Oklahoma called Oklahoma Telecommunications Interlibrary System (OTIS) makes it possible to borrow materials not in the library's collection from libraries anywhere in the state. Furthermore, the use of the OCLC Interlibrary Loan subsystem increases potential sources of materials, because a library may borrow direct from member libraries anywhere in the United States. The Oklahoma Department of Libraries offers access to several on-line information retrieval services for literature searches.

Interlibrary loan is an excellent means of supplying information that is not locally available to the library's users. However, because the patrons demand almost immediate access to the materials they need, faster means of delivering information such as a telefacsimile system must be planned in the future. Many potential library users are being turned away now, because they cannot wait for the information they need to be delivered to them.

CHAPTER VI

CONCLUSIONS AND RECOMMENDATIONS

This chapter brings together most of the conclusions and recommendations of the analysis. All recommendations appear in boxed format throughout the text. The information presented here has been supported and documented and must be read in context along with maps, tables, and graphs for a complete understanding of its significance.

The items preceded by an asterisk are first priority recommendations:

1. Facilities

   a. If the cost of fuel continues to increase, there may be less use of automobiles and more of a demand for neighborhood branch libraries. As areas are annexed east and west of the city and residents live a longer distance from the central city, consideration should be given to parking a bookmobile in a stationary location.

   *b. The library must analyze the needs of the residents of the towns in the Muskogee Public Library service area, particularly those who live farthest from the building, to determine the possibilities, other than centralized services in the main building, for providing full-scale library services.

   c. The Public Library Mission Statement and Its Imperatives for Service stresses that "traditional library buildings should be considered as only one way to deliver library services through a full range of physical and electronic means to the places where people live and work." Considering the

wide area that it is Muskogee Public Library's responsibility to serve, it is in that direction that the administration should look before considering new or expanded buildings.

*d. The Library should install clearly visible signs in the building to direct patrons to the proper area of service.

*e. The library should continue employing a security officer during the library's evening hours for the safety and well-being of the staff and patrons.

2. Staff

a. If the youth services staff can be increased in the future, the library should give some attention to an often neglected group, teenagers.

*b. The library will explore the various alternatives of increasing staff expertise through inservice training such as the Library Technical Assistant Program offered through Oklahoma's Televised Instruction System.

c. If future funding permits, additional persons should be employed to bring the staff up to the level recommended in Oklahoma Public Library Goals and to take the load of routine responsibilities now shouldered by professional staff, leaving them free to do more in the areas of outreach projects, public programs, expanded information services, and public relations.

3. Services

*a. Given its location, minerals, and economic geology, Muskogee should be an ideal location for new manufacturing ventures.

The library should help by providing geological survey information and collecting materials which support the formation and operation of manufacturing concerns.

b. The library should continue to participate in the summer library program for children sponsored by the Oklahoma Department of Libraries.

c. The library should consider sponsoring adult programs that appeal to a greater range of people and interests than are currently involved. However, a decision needs to be made as to whether staff energies should go into planning library-sponsored programs or assisting others in planning their programs.

*d. The library should monitor statistics for significant increases in reference requests outside the Muskogee Public Library service area following the initiation of centralized reference, in order to determine if the Library System should employ additional reference staff.

*e. Staffing and supervision problems must be resolved in order for the centralized reference service for the Library System to function smoothly and in order for Muskogee Public Library to retain its own identity, responding to the needs of the residents in its own service area.

*f. If the library is serious about continuing or expanding Information and Referral service to the community, 1) a commitment must be made upon the part of the reference staff, 2) advertising funding must be included in the budget, and 3) the program should receive a high order of priority in staff time and in funding.

g. Interlibrary loan is an excellent means of supplying information that is not locally available to the library's users. However, because the patrons demand almost immediate access to the materials they need, faster means of delivering information such as a telefacsimile system must be planned in the future. Many potential library users are being turned away, because they cannot wait for the information they need to be delivered to them.

*h. A fast, efficient, and accurate circulation control system should take priority in library planning during the next few years.

i. We can conclude that library use in Muskogee is related to proximity to the library, and in addition, to the economic and educational level of the residents. Unless the library can offer services relevant to the needs of the individuals in the low use areas, the mold is unlikely to be broken.

*j. The library has a responsibility to provide those materials and services which will support tutored and untutored continuing education at the level of the lay person. Moreover, the library should work with area educational institutions and related community agencies that provide adult education and training to jointly plan ways to improve the quality of life in Muskogee by promoting lifelong learning opportunities. At the minimum, an informal cooperative effort should be undertaken by area libraries to provide assurance that information needs are being met and to avoid unnecessary duplication.

k. The 1970 census indicated that almost half of the population sixteen years of age and older were in the labor force. Muskogee Public Library should continue to maintain evening

and week-end hours to allow all employed persons equal access to its facilities.

l. Nursing home visits should be continued by library staff or by volunteers.

4. Materials Collection

*a. A significant number of books in the library collection are out-of-date. In addition, almost half of all books circulated were published since 1970. The library should do extensive weeding of the unused books, particularly in the adult collection, within one year. Weeding should then be continued on an annual basis.

*b. The materials study revealed that over 25% of library books could not be located, although they are still represented in the card catalog. After withdrawing dated and unused books from the collection, the library should take a complete inventory of the book collection, and titles no longer in the collection should be removed from the card catalog. An inventory should be taken at least every five years thereafter.

c. The library should order more fiction in the future to bring the owned vs. read ratio closer. This could be done by budgeting a specific amount for fiction and nonfiction.

*d. Muskogee Public Library should pursue a plan to make high demand books accessible to the public as soon as they appear in reviews and in book stores.

e. Book selection should consider reading tastes and information needs of both men and women and should strive for at least a modicum of racial/ethnic balance, given the choice in published materials.

f. Although the library should supplement school curricula, it must also keep in mind that its selection policy differs from that of a school library, and it must provide materials not available there. Nevertheless, staff should determine the best way to provide service to the neglected teen-age population in Muskogee as a means of encouraging lifelong use as they reach adulthood.

*g. The library should continue to meet the demand generated by the literacy program for general basic education and vocational education materials.

*h. The Muskogee Public Library Board should consider allocating Hultquist trust funds for the preservation of local history archives in the Grant Foreman Room.

i. In the future the library should give more attention to patron requests for specific types of material when book selection is being done for the Books-by-Mail program and should order more copies of potentially popular titles to avoid long delays in mailing the material requested.

j. The library should continue to expand its collection of highly demanded audio-visual materials and equipment and should study extending its services to other media such as video cassette.

k. The library will monitor the unreturned rate for a number of years to determine if a stringent circulation policy does reduce book loss.

5. Funding

*a. The Library System should consider asking for a county election within two years to increase the library millage.

b. With prospects of increasing the financial support of the library, not only should inflationary costs of supporting a library be taken into consideration, but plans should also be made to improve resources and services in accordance with the wishes and needs of the residents served.

6. Volunteers and Friends of the Library

*a. The Friends organization has had a definite impact on improvement of library-community relations and on providing library programs and publicity. They should be encouraged to continue their relationship with Muskogee Public Library.

b. Observation indicates that senior citizens use Muskogee Public Library, and they are a major source of volunteers. Library programs are well supported by the 50 and over age group. The library should continue to utilize their talents and experience.

c. The library should continue to serve those with a literacy problem or an English language deficiency as long as there is a demand for this service which can be met by available literacy volunteer tutors.

*d. Because the volunteers have enabled the library to offer services which would not be possible without them, it is recommended that a volunteer coordinator be hired on a contractual basis each year, as has been done in the past.

7. Public Relations

*a. The library should continue to seek invitations to provide the sound-slide program or speakers to groups and to find other means of advertising in order to increase its influence and visibility in the community.

*b. The library needs to take advantage of the many avenues for free publicity. If more staff time were available to develop a good PR program, the public could be much better informed of library programs and services. In addition to free publicity, there are other media that could be used to good advantage such as billboards, directional signs, telephone stickers, and yellow page ads. In order to become a "household" word, Muskogee Public Library should attempt to increase its visibility.

c. The library should attempt to have directional signs installed at various locations in the city.

d. Muskogee Public Library should capitalize on the increased activity that will likely result from the downtown shopping mall. 1) Through advertising in the mall, shoppers could be made aware of the additional services available nearby at the library. 2) The library should install signs reminding shoppers to visit the library when they are in the vicinity.